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Integration of foreign employees in German companies

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Thesis abstract

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This thesis is concerned with the integration of foreign employees in German companies. Integration of immigrants is in Germany necessary because of several factors. The aim of this study was on one side to analyze these causes, and also to justify the need for integration. On the other hand, it will be shown with which measures the state and the companies support the process.

In developing the work different methods were applied. By using an index various cultural groups were compared and evaluated with respect to their inclusion. It was demonstrated a method by which a company can test its employees with regard to their cultural differences. According to the test results, specific training measures can be made to minimize the differences.

The State legislative changes and improvements in the integration of foreign citizens were analyzed intense. There are changes made and facilitate the entry of foreign workers into the workforce.

For the practical part, it was carried out a small survey of migrants, who shared their experiences

The results of this work illustrate the differences which are present in the integration of several cultures. It is also apparent that constantly seeking government and enterprises to improve the integration.

Keywords: foreign, integration, employee, company

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ABBREVIATIONS

AufenthG	Aufenthaltsgesetz - Residence Act
BQFG	Berufsqualifikationsfeststellungsgesetz -Professional qualification determination Act
BVFG	Bundesvertriebenengesetz - Federal Expellees Act
GG	Grundgesetz - Basic Law of the Federal Republic of Germany
HDI	Human Development Index
HWW	Hamburgischen Weltwirtschaftsinstituts - Hamburg Institute of International Economics
IAS	Intercultural Awareness System
IDV	Individualism versus collectivism
IHK	Industrie und Handelskammer - Chamber of Industry and Commerce
IMI	Index of Measurement of Integration
IPT	Intercultural Preference Tool
LTO	Long-term versus short-term orientation
MAS	Masculinity versus femininity

M-time	Monochronic time
PDI	Power Distance
P-time	Polychronic time
UAI	Uncertainty avoidance
vs.	Versus
ZAV	Zentrale Auslands- und Fachvermittlung - International Placement Services

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1 INTRODUCTION

In modern times, people are living in a multicultural world and the globalization is becoming even more important. This ensures that people work across countries and cultures or even embark completely in a different country because of that the world increasingly interlaces. This networking improves the opportunity for people to emigrate and build a new life in a foreign country. The emigration occurs sometimes for professional reasons or spontaneous, because of curiosity and investigation desire, but in other times from need – from the desire of a higher living standard.

Germany also enjoyed some immigration and is becoming more multicultural. This change is noticeable in all areas and also professional life must adapt to the changes. Nowadays, foreign employees working in all possible positions and this have led to benefits but also disadvantages. On one hand, people enrich the country with their knowledge and skills, but on the other hand problems occur in the workplace. Misunderstandings arise among different groups of cultures due to the different cultural influences. In this area, measures must be taken to ensure harmonious cooperation.

The proportion of migrants has increased in the recent years and the state is also taking ever more measures to improve the integration of immigrants. Especially new laws provide foreign workers more opportunities to integrate both professionally and socially. This lowers one hand the unemployment rate among foreign workers and to others it increases the satisfaction of the people, what mostly leads to an increase in living standards.

1.1 Background

The integration of stranger has many different reasons. One the one hand because of the population backgrounds and on the other hand the economic backgrounds.

At the beginning it is necessary to differentiate between foreigners and emigrants. These two different inhabitants groups are often mistaken or tread as equal.

According to the article 116 paragraphs 1 of the basic law for the Federal Republic of Germany (Grundgesetz – GG) is a **foreigner** everybody without the German citizenship. Every stranger which will enter the Federal Republic of Germany and stay there needs a residence permit. Article 4 of the AufenthG - Residence Act says that the permit can be

- a visa,
- (limited) residence permit,
- EU blue card,
- (unlimited) establishment permission, as well as
- the permission to the long-term stay.

Emigrants are Germans, as laid down in Article 116 of the GG even if they don't have the German nationality. They are usually expellees or refugees from the war-times and post wartime which were resided a long time abroad and returned again to Germany. The Federal Expellees Act implies that the these people and also their offspring are qualifying for the entry and the naturalization, provided that they have confessed in any manner to the German folklore, like descent, language or education (BVFG; Articles 1, 2, 3, 6).

AufenthG is “the Residence law of Germany and it serves the control and limitation of the entry of foreigners in the Federal Republic of Germany. This law regulates the stay, the employment and the integration of foreigners in the federal territory.” (AufenthG; Article 1; paragraphs 1).

This thesis is primarily concerned with the integration of foreigners in German companies.

1.1.1 Population Background

Reasons for integration of foreign workers mainly supply the population backgrounds. This includes the proportion of the population with a migration background in Germany and on the other the demographics of Germany, which leads among other to a skills shortage in Germany.

1.1.1.1 *Migration in Germany*

First of all it is important to define the most common terms for a better understanding.

- **Migration** includes all the people, which leaves their country and starts a new life in another nation. Migration describes this population movement and it includes the immigration and also the emigration (Klein, Schmid, Schmid, Weerth, n.d.)
- Woeller, Kröhner, Sippel, Klingholz (2009, 9) suggest that inhabitants with **migration backgrounds** could be
 - a foreigner which has received the German citizenship or
 - the children from foreigners.

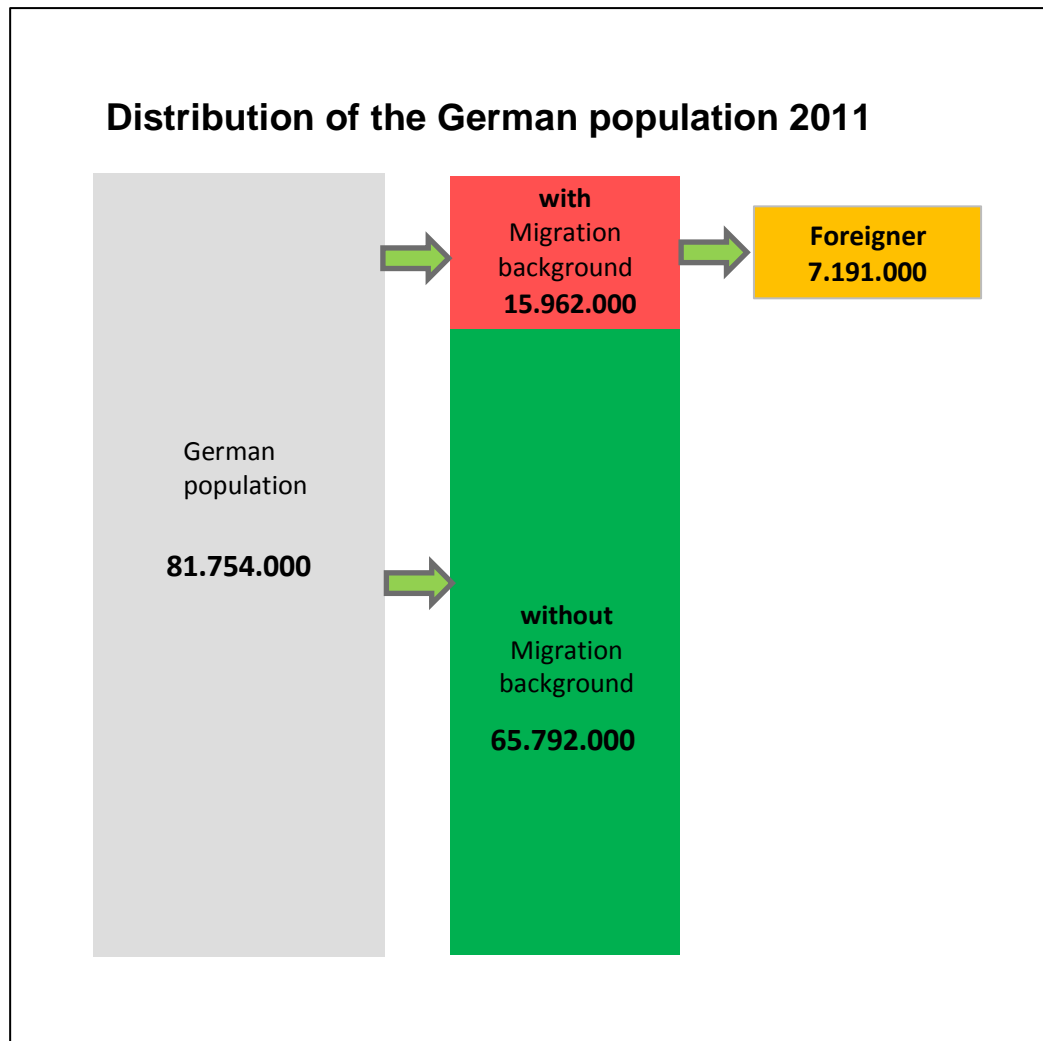


FIGURE 1: Distribution of the German population year 2011

(Source: Statistisches Bundesamt. Federal Statistical Office)

Mundil-Schwarz (2012) indicates that Germany could register a total population of about 81.8 millions in the year 2011. In comparison to the year before the inhabitants number rose by 0.1%.

According to figure 1 and 2, today a range of foreigners live in Germany, because about 16 million people of the 81.8 million have a migration background. This 16 million are about 19.5% of the whole population figure. Approximately 7.2 million

people of them are foreigner which does not have the German citizenship this correspondent 8.8 %.

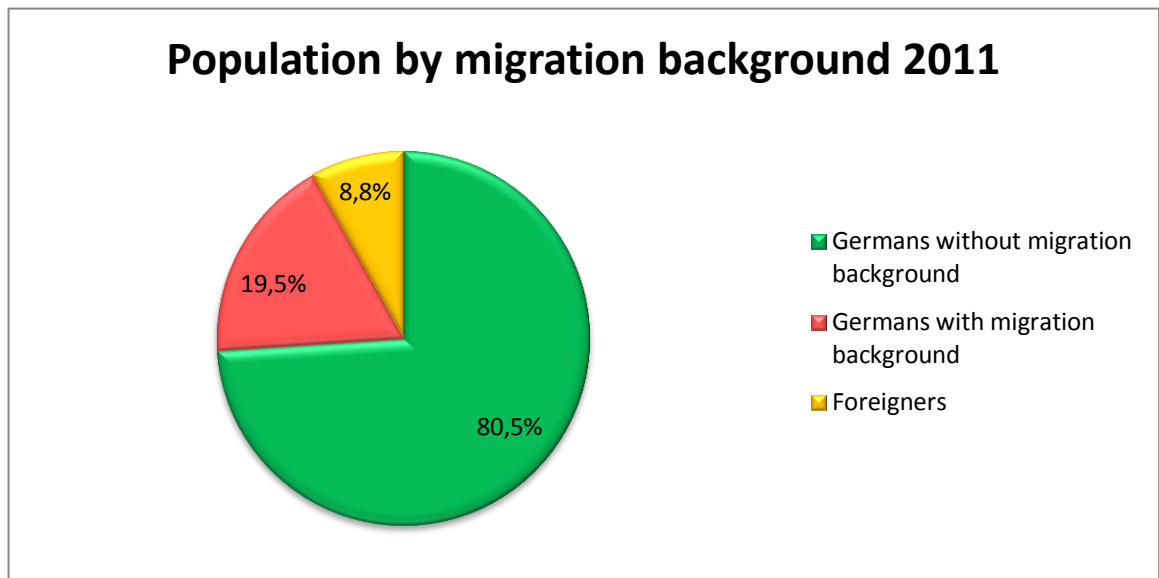


FIGURE 2: Population by migration background in year 2011

(Source: Statistisches Bundesamt. Federal Statistical Office)

Brückner (2012) states that „every eighth inhabitant of Germany is born abroad and come in the course of the last 60 years as an immigrant to Germany”.

Which reasons do the people have to emigrate from their country? Previously, many guest workers came with their families to Germany. In the end of the 20th century dominated especially the emigrants the "immigrant statistics". In the last decades and also in today own time still many apply to asylum in Germany. Several refugees of war have found a new home and built up another life in Germany (Brückner, 2012).

All people have different reasons for their emigration, but many tend to pursue the goal of a better life in a new country. The living standards vary from country to country.

Investopedia.com defined the standard of living as “the level of wealth, comfort, material goods and necessities available to a certain socioeconomic class in a certain geographic area. The living standards are influenced by different factors like income, quality and availability of employment, gross domestic product, inflation rate, number of vacation days per year.”

List of Top Ten Countries with Highest Quality of Life in the World		
HDI rank	Developed Country	Human Development Index(HDI)
1	Norway	0.943
2	Australia	0.929
3	Netherlands	0.91
4	United States	0.91
5	New Zealand	0.908
6	Canada	0.908
7	Ireland	0.908
8	Liechtenstein	0.905
9	Germany	0.905
10	Sweden	0.904

FIGURE 3: Top Ten Countries with the Highest Quality of Life in the World

(Source: <http://www.mapsofworld.com/world-top-ten/world-top-ten-quality-of-life-map.html>)

The Human Development Index (HDI) is a factor, which makes the comparison of the quality of life in the different nations possible. HDI is swayed by education, life expectancy, the health care and child provision, but also by satisfaction of the inhabitants (Prince of Orange, 2012).

The chart 3 shows the top ten countries with highest quality of life in the world. Europe is represented with 6 countries, Sweden, Germany, Liechtenstein, Ireland, Netherlands and Norway. But there are countries from all over the world, such as Canada, New Zealand, the United States and Australia. Sweden has with 0.904 the lowest score in the list. Norway reaches the summit of the top ten countries with highest quality of life in the world with a human development index of 0.943. With an HDI of 0.905 Germany occupies the ninth place (Prince of Orange, 2012).

Prince of Orange presents the evidence which shows the reason for the placement of Germany. "The people in Germany are very high educated, because almost everybody can write and read. Also from financial point of view, Germany is founded in the top 10. This country was in 2011 one of the top three export countries worldwide (source: statista) and has the highest GDP in Europe with a value of 3.57 trillion U.S. dollars (2011)" (source: trading economics).

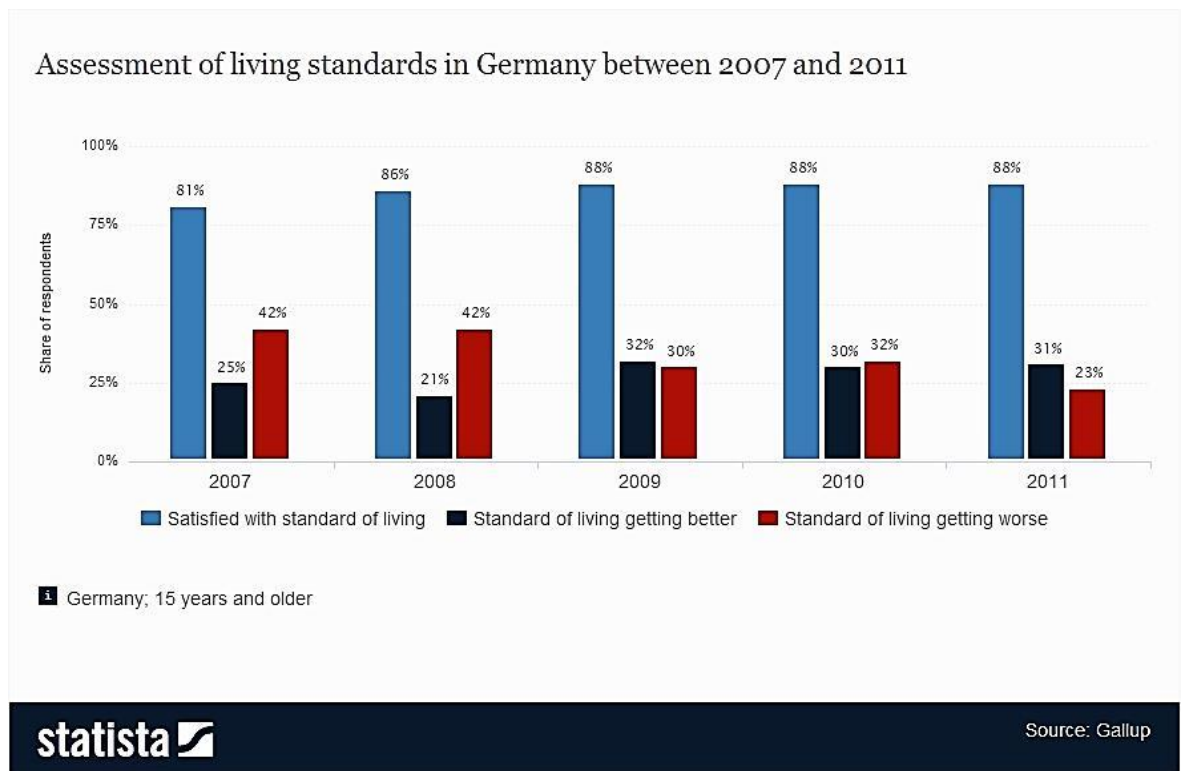


FIGURE 4: Assessment of living standards in Germany between 2007 and 2011

(Source: <http://www.statista.com/statistics/217997/assessment-of-the-standard-of-living-in-germany/>)

Germany has one of the highest HDI and the population happiness is also a factor of the Human Development Index. The diagram 4 indicates that the living satisfaction of the Germans had contributed to the high value.

In the years 2007 and 2010 about 1000 people over 15 years were interviewed about their satisfaction of the living standards in Germany (statista, 2012). 81% of the samplers were satisfied with the standards of living, but 42% of them suggested also that it getting worse. Three years later the satisfaction rose to 88% and at the same time only 32% of the interviewed people had a negative feeling about the progress their living standard.

Approximately 3000 inhabitants of Germany took part in the survey in 2011 (statista, 2012). The general contentedness remained stationary by 88%. But just 23% of the surveyed indicate that their living standard getting worse.

This graph shows that people in Germany are satisfied with their standard of living for at least 5 years. Of course there are good and bad years where the satisfaction decreases or increases slightly and also the views whether her standard has improved or became worse, varied. But in general it can be concluded that the standard of living has improved, because in comparison to 2007, about half of the people have no longer the opinion that their standard of living has deteriorated.

The satisfactory standard of living is also partly the reason why many people emigrate to Germany. But the reason can also be the country of origin. The following figure illustrates that above all a nation is very represented in Germany.

Foreigners in Germany

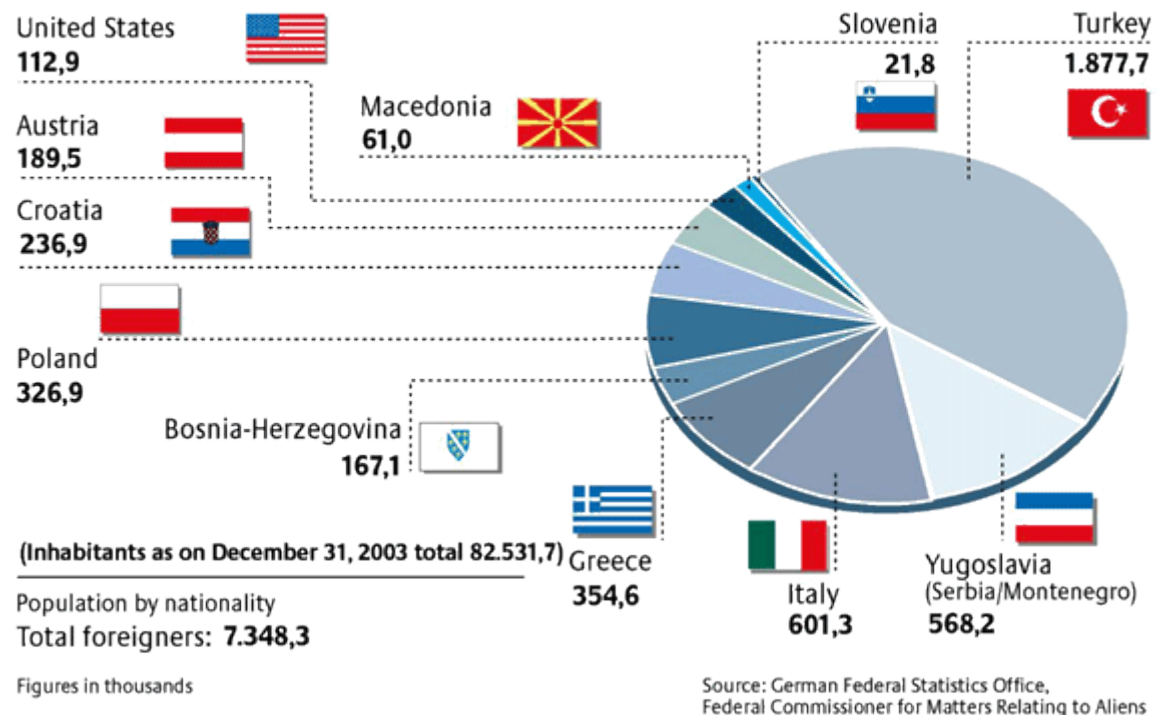


FIGURE 5: Foreigners in Germany by nationality

(Source: <http://www.mbrmeetsmeihandan.de/description2.htm>)

According to Brückner (2012) “people from 194 different countries are living in Germany. Roughly two-thirds of the migrants came from Europe. The most important states of origin are the former Soviet Union and their successor states and Turkey.”

In 2003, Germany counts about 7.3 million foreigners. The chart demonstrates that Turkey was one of the vitally country of provenance. Almost 1.9 of the 7.3 million strangers were immigrated from this country. Interface Italy follow with 0.6 million and Yugoslavia with 0.6 million outlander. Even 2011 these three nations dominate the foreign population statistics, Turkey with 1.6 million, Yugoslavia (now parted into Bosnia and Herzegovina, Croatia, Macedonia, Montenegro, Kosovo and Serbia) altogether about 0.8 million and Italy 0.5 million inhabitants (source: German Federal Statistics Office).

Brückner (2012) states, that Germany has about 10.7 million migrants, but not all immigrants are foreigner. Many strangers were already naturalized in Germany.

Nationality is the membership of a natural person to a certain state. By the nationality the person receives all rights and duties which the respective state holds on in his constitution and his laws. The citizenship is attained by

- birth or
- naturalization

(Die Bundesausländerbeauftragte – The Federal Commissioner for Foreigners).

Naturalization: Die Bundesausländerbeauftragte – The Federal Commissioner for Foreigners defined naturalization “by the fact that it gives to a foreigner of a country the right to be valid from now on as a citizen and also to enjoy such rights. For the German nationality the stranger has to fulfill certain qualifications:

- The immigrant needs an unlimited residence permit and evidence about the residence in Germany. It is necessary to demonstrate an uninterrupted eight-year stay in the country.
- They should have a clean record and only one nationality. It is not allowed to have a double citizenship.
- They must agree the politics and judiciary of the state and speak the German language (usually there is a speech test). The foreigner also needs to know the legal system in its basic features.
- They have to pass the naturalization test.

The naturalization costs 255 euro and for every under 18-years child without any income 51 euro.

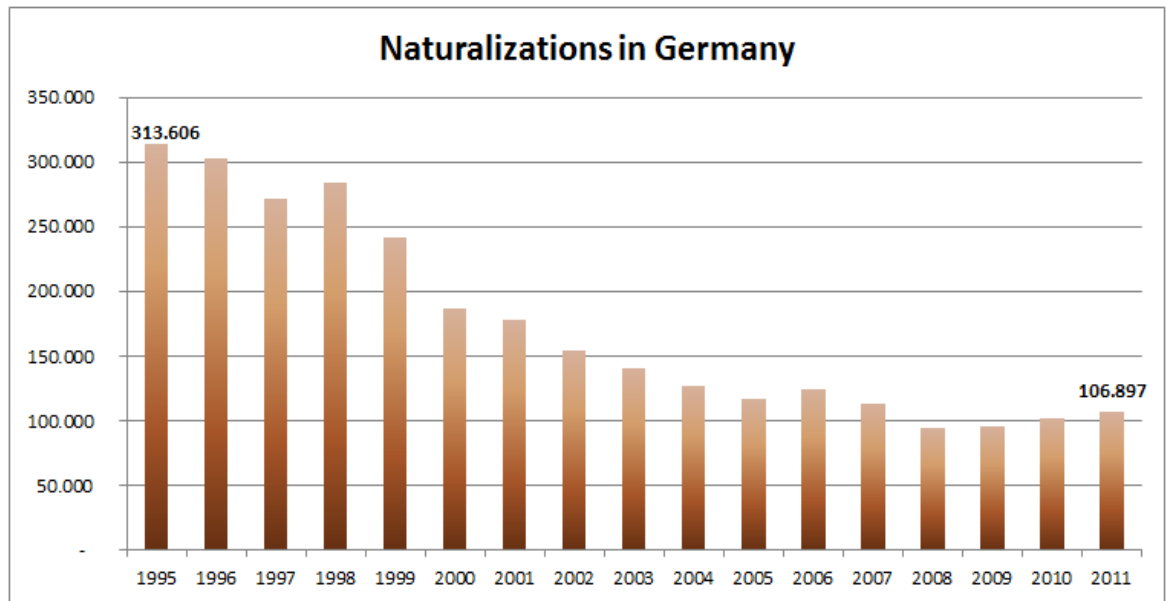


FIGURE 6: Naturalizations in Germany

(Source: German Federal Statistics Office)

Figure 6 illustrates the naturalizations in Germany. About 313,606 strangers received the German citizenship in 1995. In the last 16 years the allocation of nationality decreases from 313,606 to 106,897. This is largely because the most emigrants come in the end of the twenty-first century and they reserve the right to the German nationality.

From 2004 to 2011 the naturalization of several nations declines, especially Turkey from 44,465 to 28,103 but also Russian Federation 4,381 to 2,965, Poland 7,499 to 4,281 and Iran 6,362 to 2,728. Nevertheless the people from the following countries were naturalized increasingly: Italians from 1,656 to 1,707, Ukraine rose 3,844 to 4,264 and America 3,280 to 4,205.

Age structure of foreigners, 2011

Distribution per 100,000 persons

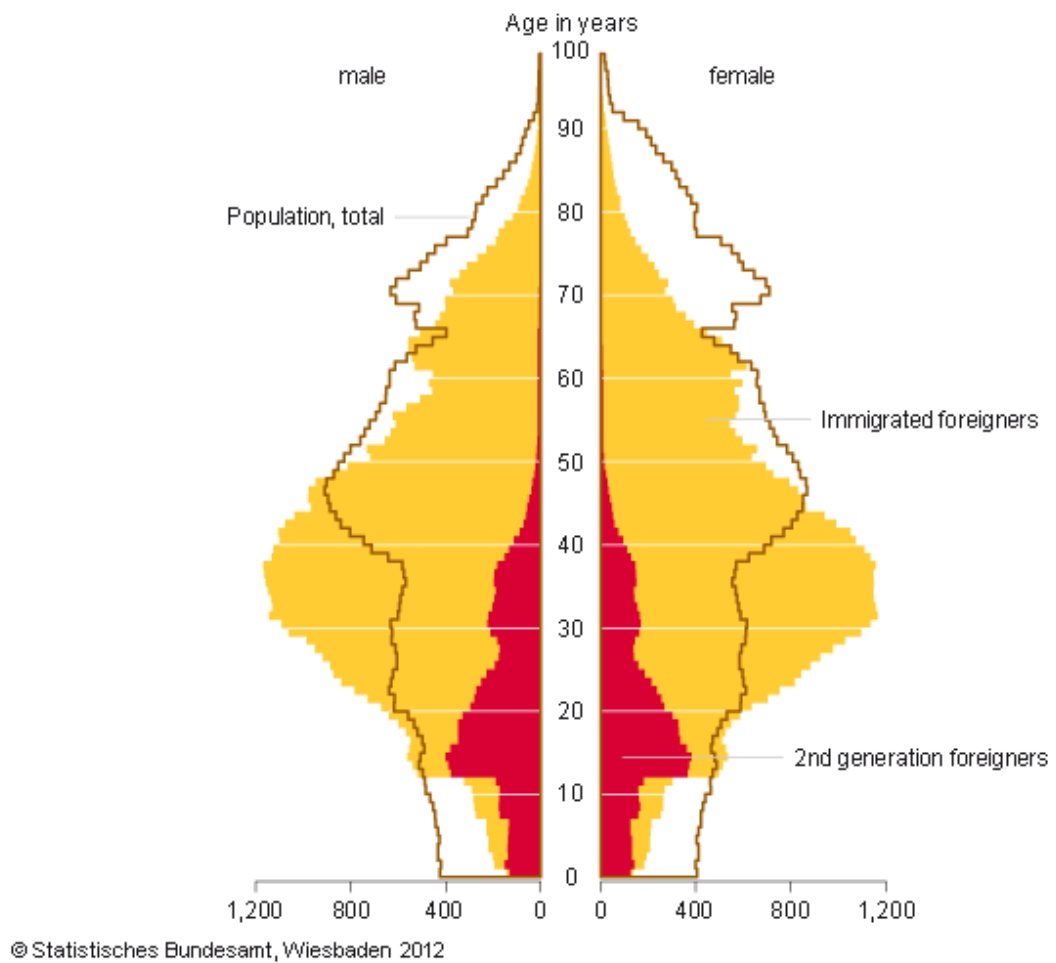


FIGURE 7: Age structure of foreigners in Germany in year 2011

(Source: <https://www.destatis.de/EN/FactsFigures/SocietyState/Population/MigrationIntegration/ForeignPopulation/ForeignPopulation.html>)

The chart 7 shows the age structure of foreigner in Germany in the year 2011 compared to the whole population. “For better comparability all data were converted to an equal total number of 100,000 people” (Source: Statistisches Bundesamt. Federal Statistical Office, n.d.).

According to the Statistisches Bundesamt - Federal Statistical Office, the proportion of people with a migration background will continue to increase in the future.

Compared to Germany, the foreigners are on average younger, because “most of them are between 30 and 40 years old”. Also, the 2nd generation of the foreigners takes up a large proportion of the young people. The local society deprecated increasingly and came also from the working age. However, the foreign population is exactly the right age to be in demand on the labor market. Therefore, it is also important to integrate them accordingly, so that they have the opportunities to engage professionally.

1.1.1.2 Skilled worker shortage

Another important reason why the integration of foreign employees is necessary is the impending skills shortage in Germany. Öchsner (2013) suggests that "Germany currently missing 123,000 workers in the scientific and technical fields, it could soon enter even a shortage of 1.4 million skilled workers ".

How can this impending shortage of skilled workers explain? One of the main reasons is the development of demography in Germany. The Figure 8 shows the changes in the German population pyramid.

Shares of different age groups in the
overall population of Germany in per cent
(Data source: Federal Statistical Office of Germany)

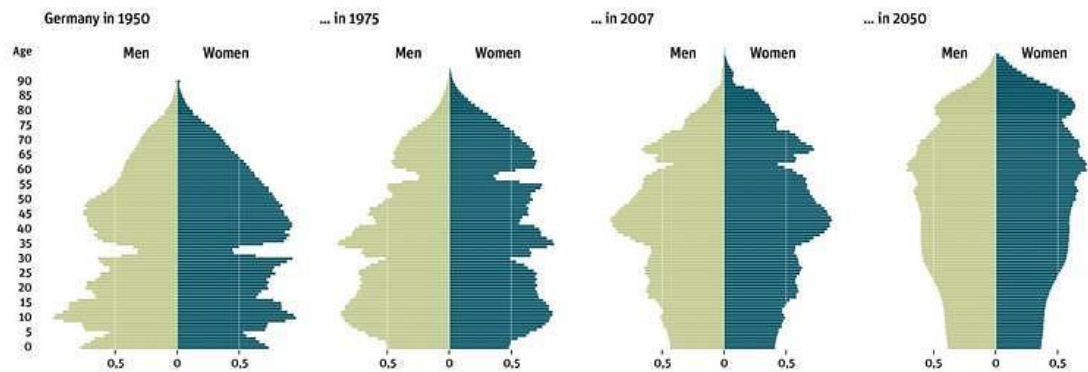


FIGURE 8: Past and projection population pyramid in Germany

(Source: <http://www.berlin-institut.org/online-handbookdemography/germany.html>)

Previously, the population pyramid was a pyramid, even if there was a sharp decline in the time of war. In recent decades, it turns more and more into a hopper, where the older generation predominates.

Mundil-Schwarz (2012) indicates that the deficit of births has risen in Germany last year. In 2010, the birth deficit was still 181 000 people and in 2011 it rose to 190 000 people. 663 000 children were born in 2011, the year before there were 15 000 more. Although the number of deaths fell from 2010 to 2011, but in 2011 about 852 000 people died, which leads to this birth deficit of 190 000.

Also the chart 9 illustrates again the potential development of the population in Germany. The number of people over 80 years is increasing rapidly and the number of children under 6 years continuously decreases.

Trend in the numbers under 6- and over 80-year-olds

(Data source: Federal Statistical Office of Germany)

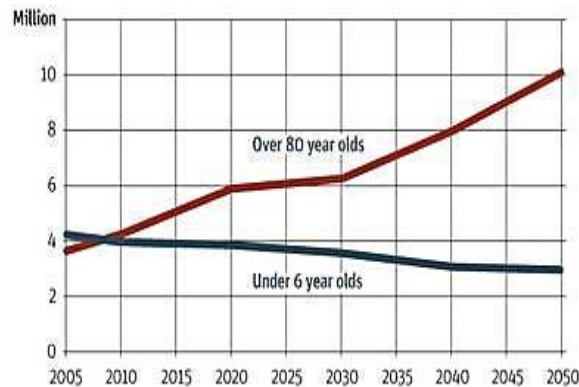


FIGURE 9: Age Trend of the under 6- and over 80-year-olds in Germany

(Source: <http://www.berlin-institut.org/online-handbookdemography/germany.html>)

This deficit is noticeable especially in the vocational world. More and more people in Germany reach an age where they could no longer practice their profession. But not enough workers come who can replace these humans.

One way to counteract this is to increase recruitment of foreign workers in companies.

On the one side, many immigrants live in Germany, which are in the best working age. To the other, more and more companies will need to expand their recruitment also to foreign countries to fill their vacancies. However, for a successful cooperation of the different cultures, the immigrants must be properly integrated.

1.1.2 Economic Background

From the economical view it is also advantageous to integrate foreign employees in German companies.

Due to the ever advancing globalization a clear separation of the labor market between the countries is not possible. More and more German companies are setting up offices in other countries, or are going to merge. As well as international cooperation agreements and international trade have become already self-evident. Cooperation with different cultures is inevitable and also the employment of foreign employees is increasingly becoming naturalness. Above all, Germany is working together a lot in and with foreign countries, as illustrated in the following graphic.

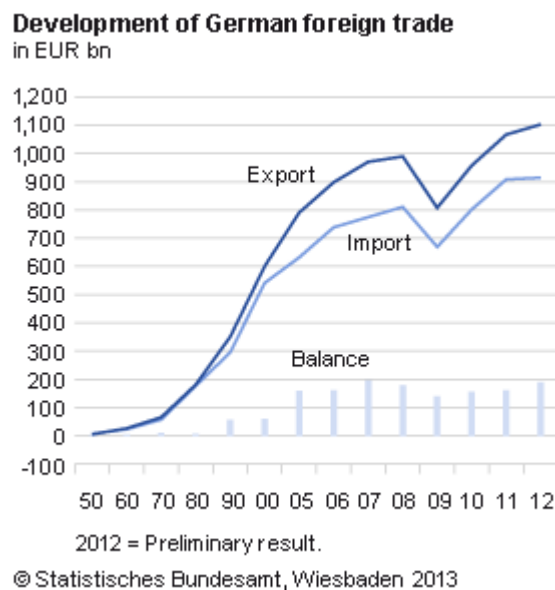


FIGURE 10: Development of German foreign trade

(Source:

[https://www.destatis.de/EN/FactsFigures/NationalEconomyEnvironment/ForeignTrade/_Graphic/Development.\)](https://www.destatis.de/EN/FactsFigures/NationalEconomyEnvironment/ForeignTrade/_Graphic/Development.)

The graph shows that Germany makes a very good development in the foreign trade. Increasing numbers are recorded again in both import and export.

The development of the export market evolves exemplary. Germany was one of the top three export countries worldwide in the year 2011 (source: statista, 2012). Above all, this fact shows how far globalization and internationalization in Germany is already advanced. The integration of foreign workers in Germany is becoming increasingly important.

Above all, this fact shows how far globalization and thereby also internationalization has already progressed in Germany. The integration of foreign workers in Germany gains an increasing importance.

1.2 Aim and approach of the thesis

The aim of this study is to determine how far the integration of foreign workers in Germany has progressed. To determine the progress and remaining weaknesses, some different methods were applied.

At the beginning the general challenges of collaboration between different cultures need to be clarified. It is also important to consider the general legal challenges that foreign workers are not exposed in Germany.

In addition, it should be examined, if there are differences in the integration of several cultures groups. For this, the immigrants were divided into varied groups and evaluated with the help of an index. With this method it should be clear which groups of origin could find a connection to the society and which need more arrangements.

In this work also the State measures are involved, which were taken to improve the integration of immigrants into society and the labor market.

Supplementary opportunities should be identified, which may use a company to determine individual cultural differences of employees and these counteract with appropriate measures to ensure that a harmonious cooperation can take place.

2 CULTURE AND THEIR CHALLENGES

2.1 Culture

The term culture is a very broad stretched term, which is hard to define. Countless definitions are written in the books.

„Culture consists in patterned ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiments in artifacts; the essential core of culture consists of traditional (historically derived and selected) ideas and especially their attached values.“ (Kluchhohn 1951, 86, quoted in Hofstede 2001, 9)

In this paper, the term, defined as follows. Behaviors and ways of thinking of which determine crowd is marked. The actions of people do not develop by itself, but be perceived, internalized and implemented by the people.

This character is due to different areas from which people are surrounded. One of the most important areas is education, because the basic properties of action and ways of thinking are given mainly by means of customs and traditions from generation to generation. However, how do people come to the action manner and way of thinking? These arise because of faith but also experiences and environmental influences such as history, war, poverty or wealth. These influences are expressed often captured with the help of literature, music and art.

Each group has their own experiences which they shape and this means that all these groups differ in their actions and thoughts.

2.2 Geert Hofstede Dimensions

"One who has busy with the differences of cultures, was Geert Hofstede. He noticed during his employment as a psychologist in the personal sector at IBM, differences of the people in their behavior. Because IBM was represented abroad, Hofstede had contact with people from different countries. It irritated him to look for the cause of these differences. The cultural scientist prepared with his colleagues a survey, which should bring the causes to light. The survey was completed in 72 different countries of the IBM employees. In the late eighties, Hofstede and his colleagues analyzed and evaluated for 6 years, more than 100,000 questionnaires. She came to the conclusion that the cause lies in the nationality." (Pollitt, 2006, 12)

"Outside of IBM, Hofstede interviewed even more people from different nations who were not employed by the company. Here he could see that the same countries have the same characteristics." (Pollitt, 2006, 12)

Accordance with all these insights, Geert Hofstede defined the four dimensions of culture

- Power distance
- Uncertainty avoidance
- Individualism and collectivism
- Masculinity and Femininity.

"He recorded all his experiences in the book "Consequences Culture's" in 1980. Later he added another dimension to the long-term and short term orientation." (Pollitt, 2006, 12)

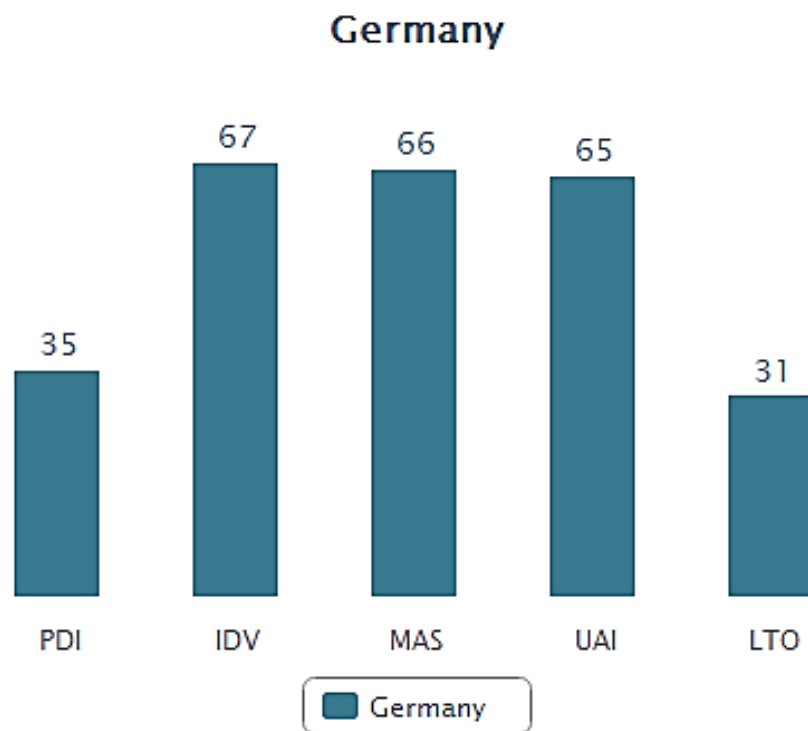


FIGURE 11: Dimensions of Geert Hofstede

(Source: <http://geert-hofstede.com/germany.html>, 29.03.2013)

The graph 12 illustrates the five dimensions of Geert Hofstede for Germany, which are explained in more detail below.

It should be noted that the higher the bar of a dimension, the higher the expression of power distance, individualism, masculinity, uncertain avoidance, and long-term orientation.

2.2.1 Power Distance (PDI)

In the dimension of power distance Hofstede describes how much power is distributed in the culture and how people deal with the different distribution of power. Geert Hofstede engaged in this field not only with the professional field but also inter alia with the family. Even here there is apparent that a culture has a high power distance or not. (Source: geert-hofstede.com)

At a high power distance, there is a strict hierarchy. The higher hierarchy persons control and decide independently. The subordinates must obey the higher echelons without objection and implement the requirements. The word of the supervisor, teacher or parent counts and the people on the lower level of the hierarchy have hardly any possibilities to express their opinions and ideas. (Source: geert-hofstede.com)

If the PDI has a low value, barely noticeable differences are between people of different levels. Workers are involved in decisions or ideas and can express their opinions freely. Also in the teacher-student and parent-child - relationship locate relaxed rules that give the children plenty of room for their own opinion inventions and self-development. (Source: geert-hofstede.com)

In contrast to a high power distance the higher-ranking of a low PDI country enjoy, not as many prestige.

Germany has in the PDI dimension, a value of 35. This leads to the conclusion that there is little difference in the distribution of power in Germany. Employees enjoy many rights in the company and also in education dominate no strict rules, where children can have no separate word. Germany has a low value and this is also apparent in on the basis of prevailing communication in society, which is direct. (Source: geert-hofstede.com)

2.2.2 Individualism and collectivism (IDV)

This dimension gives information about whether people identify themselves in a society on the basis of a group or due to the individual. It will be seen that they have a WE or I thought. In this dimension, even dealing with other people is paramount. (Source: geert-hofstede.com)

Collectivist cultures have a WE-thinking. In these nations, each person is assessed on the basis of their group membership. Members of a group treated with great respect and place back their own needs for a group. In these cultures, the whole group belongs to the family for which each individual is gave its best on to avoid hurt them. To save the face of the people is the top priority for them. (Source: geert-hofstede.com)

In contrast, in individualist cultures the ego is in the foreground. Everyone is trying to realize his own aspirations and dreams. It is hardly taken regard for the others, and not particularly taken care not to hurt them. The individualists try to take on more responsibility and make their own decisions in the professional area. (Source: geert-hofstede.com)

In Germany, the IDV value is 67 and suggests that the Germans are influenced more individualistic. People identify with themselves and not with a group. The families in Germany are usually very small or even childless because the people want first to realize themselves, rather than to adapt to other people as partners or children. (Source: geert-hofstede.com)

2.2.3 Masculinity and femininity (MAS)

Geer Hofstede describes in this dimension, if a society has masculine or feminine values, because these two comparisons embodying different properties. Nations which have a high worth in masculinity, attend to other values such as the femi-

nine countries. A distinction is whether people live to work or work to live. (Source: geert-hofstede.com)

According to Broszinsky-Schwabe (2011) a culture with male traits, is mainly oriented of success and achievement, also, the determination of a person in the foreground. When a culture is based on these properties, they are shaped more masculine. In these cultures, the higher hierarchical levels are filled of the men.

Feminine cultures embossed work to live; in these cultures work is only a minor matter. For them, it is important that their fellow feel well as too, and that they could lead a high quality life, which value is not measured with money, but the general satisfaction. (Broszinsky-Schwabe 2011)

With a MAS-value of 66, Germany is male dominated. In this country, the success and performance of a person counts. The concern for others is secondary. Most Germans identify themselves with their work and live therefore also by the slogan "Live to work". (Source: geert-hofstede.com)

2.2.4 Uncertainty avoidance (UAI)

This dimension deals with the handling of uncertainty. Cultures have different ways of view about the future.

Cultures with high uncertainty avoidance try to plan everything ahead. They want to be prepared for all the upcoming changes to eliminate them as soon as possible. The people of these cultures usually take their decisions based on data and facts. They try using the available information to assess developments which may come in question in the future. (Source: geert-hofstede.com)

Countries with low uncertainty avoidance live their lives without a lot of planning. They can get everything up and try to make the best out of the given. In decision-

making, they often rely on their sense rather than on the facts and figures. In these nations barely prevail rules to which people maintain. (Broszinsky-Schwabe 2011)

Germany is more at the top of the UAI dimension. There are many rules and laws exist to which people maintain. Locals analyze decisions before all the changes and data to plan for the future to a certain degree.

2.2.5 Long-term and short-term orientation (LTO)

The long-and short-term orientation, shows if a culture more look into the future or rather clings to the past and present.

Long-term oriented cultures have the future in mind. In these countries, it is common establish a good relationship with the partners, so that in the future successful business can be made. They want to achieve good long-term results and invest in future projects. (Source: geert-hofstede.com)

Cultures with a short-term orientation are most influenced by tradition, which is also very important for the inhabitants. They are living in the past and present and make any big ideas about the future. They prefer to see results quickly, and think and work more analytically. (Source: geert-hofstede.com)

The traditions are of a great importance for many Germans this is also reflected in the rating. Germany has a LTO of 31. This may also depend on that people meet marginally looking ahead decisions. They most interested in what happens in the moment and not what might happen in the near future.



These cultural differences in ways of thinking and acting complicate the cooperation between the various cultures

2.3 Social Challenges

The people of different cultures are shaped differently. They differ in the ways of acting and thinking. Due to the fact by the integration of foreign employees, several challenges need to be addressed, because Germany has its own cultural practices.

2.3.1 Communication

There are many difficulties in communication. In the world existed about "7,000 different languages", but the mastery of basic skills in a world language, has become a matter of course. "There are about 23 official working languages including English, Spanish, French and German." (Source: BBC.co.uk)

The problem is mostly not the language, but the type of communication.

➤ Verbal Communication

At the verbal communication the linguistic expression is important. It should be note, of the interlocutor is characterized by a direct or indirect manner of communication.

In direct communication, all topics are addressed directly and openly discussed. It also will not talk long around the theme, but immediately brought everything to the point.

In contrast the indirect communicating people try to avoid especially critical issues. Negative answers will be expressed embellished or even affirmative, because a "no" is not openly expressed.

In some cultures, it is important to interpret properly the "yes" and "no" of the other person. There are cultures that perceive an open "no" as reckless. (Broszinsky-Schwabe, 2011)

Germany is a straight communicating country. Difficult issues are addressed and brought to the point without a lot of excess. The answers are not covered and also a "no" is expressed directly. Cultures which are unaccustomed with this style of communication, may encounter in Germany to some incomprehension and difficulties.

➤ **Non-verbal Communication**

In the non-verbal, it depends not on the spoken word, but the body language. When in this style of communication, it is important to pay particular attention to the following points

- Mimic - the facial expression
- Gestures - gestures of the body
- eye contact and body contact.

In the countenance, the facial expression of the other person is in the foreground. A smile in some countries is a sign of courtesy and in others of weakness. (Broszinsky-Schwabe, 2011)

The gesture area includes all signals that are mediated by the body such as head movement or hand notes. There is the head movement with which people symbol-

ize their agreement or disagreement. However, a similar movement has not the same meaning. A shake of the head means in some cultures, a "no" and in others, a "Yes". Some people also use their hands for a communication. Also in this area, the same characters are interpreted differently. When showing the large thumb, for example, some want to express their enthusiasm and some take it on as an obscene gesture. The gestures in communication can lead to misunderstandings or insults. (Broszinsky-Schwabe, 2011)

Eye contact and body contact is in the countries often regarded different as in their own culture. Broszinsky-Schwabe (2011, 126) indicates, that eye contact has three functions:

- „Control function - for review the behavior of the other person“
- „Expressive function - glances often explain more than words and clarify our attitudes and intentions“
- „Control function - vistas can control the behavior of the opponent“.

In the eye contact, there is the difference that in some countries the direct eye contact is seen as rude. It must also be distinguished that the permission for the eye contact, is depended on sex, age or status.

Also in the body contact some rules must be followed. In some cultures close body contact is welcome as opposed to it, in other countries a certain distance must be maintained. (Broszinsky-Schwabe, 2011)

In countries that prefer indirect communication way, the non-verbal communication is particularly important because of it the given statements and answers can be interpreted correctly.

Even symbols such as colors and numbers have different meanings in different cultures. In some countries, for example, the color white is the color of purity and in other cultures it symbolizes death.

It is also important to know what further discussion rules dominate in a country in order to prevent attracting negative attention. In some cultures does not everyone have permission to begin a conversation or a meeting. In Germany, the general manager opened a meeting and returns the word next to a junior lawyer, or the clerk opened the meeting itself. (Broszinsky-Schwabe, 2011)

Interruptions of the speaker are welcome in some cultures, while in others it is not welcome at all. In Germany it is customary to give a hand signal before the word is taken. (Broszinsky-Schwabe, 2011)

All these points must be observed in communication between two different cultures, otherwise it can lead to misunderstandings and this complicates not only communication but the whole professional relationship.

2.3.2 Values

Every nation has determined values, which are of great importance to be provided. If these values do not meet full respect it could have a negative effect on the co-operation and integration.

Broszinsky-Schwabe (2011) suggests that there are four values which influence cultural behaviors.

- **Material values:** In some countries people are valued using their money and material goods. In this culture, it is important how much money is in the account, which car is driven and what brands of clothing are worn.

- **Ethnic Values:** In other cultures is especially the pride and honor in the fore, to material goods is not given much attention. Cultures with ethnic values are mostly very respectful towards their fellow human beings. Care is taken that no one is taken, the face of someone.
- **Social Values:** The social values is taken primarily on the relationships and families. These nations see their families and friends as the greatest good in their lives.
- **Religion:** Some cultures provide particularly to their faith the most attention. There are several different religions in the world and these characterize the believers in the different ways of thinking and acting.

2.4 Workplace Challenges

For the foreign workers great challenges are available in professional life, on the one hand on the basis of legal situation in Germany, and on the other side because of different labor differentials.

2.4.1 Labor Legislation

The inclusion of a work in Germany is connected with some legal obstacles. Based on the necessary work permit and secondly because of the recognition of qualifications, which were learned abroad.

➤ **Work permit**

When awarding the work permit different methods are used because of nationality. Foreign workers from the EU Member States, with the exception of the new EU countries Bulgaria and Romania, and the third countries with an EU Blue Card in

accordance with Directive 2009/50/EC [§ 19a AufenthG] do not need work permit from the Zentrale Auslands- und Fachvermittlung - International placement service (ZAV) to take up employment in Germany. (Source: Bundesagentur für Arbeit - Federal Employment Agency, 2012)

For Bulgaria and Romania, the "work-permit procedures" will be applied for the issuing of work permit, (Source: Bundesagentur für Arbeit - Federal Employment Agency, 2012). "These immigrants must still grant a work permit from the ZAV. This rule applies to the transitional period, highest to 31.12.2013."

Guest worker coming from the third countries can obtain a work permit with the "approval process".

For this permit, the entering employee must be able to demonstrate a residence permits referred to Article 4 of the AufenthG. The granting takes place from the ZAV wherein each company is assigned to a ZAV team.

In addition, they need to fulfill the following criteria pursuant to § 39 AufenthG:

- „The employment of the foreign worker must be no negative impact on the labor market“
- „The priority examination was made and no German workers, nationals from EU countries, Switzerland, as well as foreigners who are assimilated to German workers in terms of labor absorption legally, are available“
- „That the Equality Act is not violated, so the foreign workers working on the same terms as the German workers“

The processing of work permit takes no longer than two weeks if all necessary documentations are available. (Source: Bundesagentur für Arbeit - Federal Employment Agency, 2012).

➤ **Professional qualification determination Act**

Foreign workers, who wish to take up employment in their trained profession abroad, will need in Germany the recognition of their qualifications. In this country, not all completed courses are recognized, which is why many immigrants pursue a less qualified employment. Das Berufsqualifikationsfeststellungsgesetz - Professional qualification determination Act (BQFG) determines which qualifications acquired abroad can be detected in Germany.

Since 01.04.2012 Germany has a newly defined law on the recognition of qualifications, which were acquired abroad. This new rule is concerned with the professional recognitions and should contribute to better exploit the potential of the foreign employee. (Source: <http://www.bmbf.de>, 2013)

2.4.2 Working behavior

➤ **Punctuality**

Punctuality is defined differently in most cultures. In some countries, a delay of minutes or hours is simply accepted, while other nations do not tolerate lateness. In these cultures, it is welcome to appear ten minutes before a meeting. (Broszinsky-Schwabe, 2011)

In Germany, time is also regarded as very precious, which should not be wasted. It is considered rude to keep someone waiting, because it is taught that should not be dealt ruthlessly with the time of the people.

Who wants to leave in Germany a positive impression by the superiors, colleagues but also friends should always plan enough time for the journey to work or meetings.

➤ **Concept of time**

Not only in the punctuality is a gap between the cultures settings, also the general understanding of time differences can be seen. Samovar, Porter, McDaniel, (2011, p. 313 following) indicate that Edward T. Hall dealt with the time orientation of the various cultures. In this area he defined two different concepts of time, on the one hand, the monochromatic time orientation (m-time) and on the other hand, the polychrome time orientation (P-time).

At the monochrome time orientation of a culture, people perform a task after the other. They proceed in the processing of tasks very methodically. In this culture, the staff will bring in the full concentration on work and try not to disturb their colleagues. (Samovar et al., 2011, p. 313 and following)

P-time dominated nations prefer parallel operations and are easily distracted. These are most open towards other people because they like to build up relationships and maintain them in the future. (Samovar et al., 2011, p. 313 and following)

During the collaborations of M-time and P-time oriented cultures it can sometimes lead to misunderstandings, as different ways of working are preferred and also the varying importance of communication at workplace is various.

In Germany, the locals are characterized by a monochrome time orientation. They work structured and focused. The Germans regard their work as first-rate and comply with the prescribed rules. When foreign employees of a p-time culture working in German company, they may feel restricted in this environment.

3 METHODOLOGY

The methodology is concerned with the methods of integration which exist in Germany. The methodology covers the areas research process, integration and personal Interview. These three fields will help to illustrate how far the integration in Germany has progressed. It should be also investigated the weaknesses are in the integration of foreigners in Germany and whether measures were already initiated to resolve this. It is also important to find out which action for the integration of foreign employees can still be made.

Before these questions can be answered, it must first be made clear what should be understood by integration.

Integration is the process of harmonization between the locals and people with a migrant background. In this process, both parties are jointly responsible for the success or failure.

According Woellert, Kröhnert, Sippel, Kling Wood (2009) “the host society has to offer for the integration following criteria:

- legal equality
- equal access to the labor market
- advancement of education and training
- Recognition of education
- Tolerance for the unusual
- Respect for pluralism in a democratic society“.

Woeller et al. (2009) argues that “immigrants should have the following properties for successful integration:

- willingness to learn
- be proficient in the language
- willingness to economic independence
- accept the law
- flexibility
- respect of cultural and social norms”.

3.1 Research process

The research process serves to find out how the immigrants have integrated into Germany. It examines where enhanced integration is needed. It also shows a method that tries to figure out the particular custom weaknesses in the integration, and then offers appropriate action.

3.1.1 Index of Measurement of Integration (IMI)

At the integration of foreign inhabitants there are many challenges to overcome. The Berliner Institut für Bevölkerung und Entwicklung - Berlin institute of population and development has developed an index of Measurement of integration - IMI to ascertain exactly in which areas the immigrants have problems with the integration and where they have settled down quite well into the new society. Above all this index should help to filter out these problems and solve them.

For this index the immigrant population is subdivided into eight main groups of origin

- Emigrants, foreigner which lived for a long time abroad with a German citizenship or are eligible for it
- Far East, includes South, East and Southeast Asian countries, from Afghanistan, Pakistan, China and Mongolia to the Pacific Islands
- Middle East, includes the nations from eastern Mediterranean to Iran and the countries of the Arabian Peninsula
- Former Yugoslavia, outlander from Bosnia and Herzegovina, Croatia, Montenegro, Kosovo and Serbia
- Africa
- Turkey, the largest foreigner group in Germany
- South Europe, immigrant from Italy, Spain, Portugal and Greece
- Other countries in the EU-25, foreigner from Finland, Sweden, Estonia, Lithuania, Latvia, Denmark, Ireland, Belgium, Luxembourg, the Netherlands, the United Kingdom, Poland, France, Czech Republic, Austria, France, Slovakia, Slovenia, Hungary, Malta and Cyprus

(Woeller, Kröhnert, Sippel, Klingholz, 2009).

The Berlin Institute for Population and Development wanted to create a foundation which allows comparing the eight groups. For this comparison, 15 indicators have been developed, which were separated into following section

- Assimilation,
- Education,
- Working life
- Hedge
- Dynamic Indicators

Woeller, Kröhnert, Sippel, Klingholz (2009, 28) suggested that IMI makes it possible to measure, analyze and evaluate the different origin squads. In the selection of the factors it was taken care that they are relevant for integration and cover various sectors. It is also very important that they can be considered independently.

In defining the factors it was renounced the weighting of the different parameters but instead of that dynamic indicators were included in the measurement. They are the evaluation foundation of the prospective integration potential of a group, because they are the change factor of the values in Germany born migrants in comparison to those of the self-immigrated (Woeller et al., 2009, 28).

The evaluation of the separate indicators, for the whole scoring of an origin group, can be taken from the appropriate tables. It should be noted that 1 is a "failed" and 8 a "successful" integration (Woeller et al., 2009, 28).

Herkunft - Origin	Prozent - percent														Dynamik - dynamics *					Total (scoring)
	Deutsche Staatsbürgerschaft - German citizenship	bikulturelle Ehen - bicultural marriages	ohne Bildungsabschluss - without education	Schüler der gymnasialen Oberstufe - students of secondary school	Hochschulreife - matriculation standard	Akademiker - academician	Erwerbslosenquote - unemployment rate	Erwerbspersonen - labor force	Jugenderwerbslosenquote - Youth unemployment rate	Hausfrauenquote - Housewife rate	Selbstständige - self-employed	Beschäftigte im öffentlichen Dienst - government employee	Vertrauensberufe - trust professionals	Abhängige von öffentlichen Leistungen - Dependent on public services	Individualeinkommen (Klasse) - individual income (class)	Deutsche Staatsbürgerschaft - German citizenship	bikulturelle Ehen - bicultural marriages	Hochschulreife - matriculation standard	Erwerbslosenquote - unemployment rate	Abhängige von öffentlichen Leistungen - Dependent on public services
	42	61	3	33	51	29	13	72	17	27	15	13	13	9	8	3,96	1,29	0,84	0,94	0,88
Weitere Länder der EU-25 - Other countries in the EU-25	42	61	3	33	51	29	13	72	17	27	15	13	13	9	8	3,96	1,29	0,84	0,94	0,88
Aussiedler - Emigrants	100	18	3	23	28	16	15	75	18	20	5	14	8	13	7	-	3,93	1,69	0,80	0,48
Ferner Osten - Far East	39	31	18	37	48	43	17	59	20	42	16	10	6	14	6	3,04	1,59	1,37	0,86	0,50
Südeuropa - South Europe	18	25	17	25	28	17	14	74	13	27	13	8	6	10	7	7,02	1,74	1,13	0,95	0,65
Naher Osten - Middle East	40	18	22	28	38	48	35	58	26	54	19	12	10	34	6	2,70	0,87	1,48	0,60	0,47
ehemaliges Jugoslawien - former Yugoslavia	19	14	14	16	20	10	19	69	18	32	6	10	4	18	7	4,31	1,82	1,45	0,98	0,67
Afrika - Africa	41	34	25	21	37	31	26	62	31	44	11	8	4	24	6	2,78	0,95	0,86	0,98	0,39
Türkei - Turkey	32	5	30	18	14	13	23	61	28	48	7	7	4	16	7	2,42	1,40	2,00	1,04	0,78
Einheimische - local inhabitants	-	5	1	27	38	19	10	75	14	20	11	21	17	8	8	-	-	-	-	-

* Change factor of the values in Germany born in comparison to those of the self-immigrated

FIGURE 12: IMI - Indicator values and whole assessment of the origin groups in the comparison

(Source: Woeller, Kröhnert, Sippel, Klingholz 2009, 49)

Chart 13 illustrates the Indicator values and whole assessment of the origin groups in the comparison. For a better view this figure is included as appendix 1. All 15 indicators and the dynamic factors were calculated of the Berlin Institute for Population and Development on the basis of micro census 2005 data, SUF (Woeller et al., 2009, 49).

The percentage values refer to those which satisfy this criterion, such as 41% of the Africans have the German nationality.

In this graphic it can be seen that especially the origin group “other countries in the EU-25” have very good value and sometimes even better than the locals. They have integrated very well in German however that cannot be asserted of all countries. Most of all Turkey drops in the total evaluation, because they achieved 2.4 out of 8 possible points. German has an overall rating of 6.1 and next comes other countries in the EU-25 on the ranking list with 5.5.

3.1.1.1 Assimilation

Woeller, Kröhnert, Sippel, Klingholz, (2009, 50) defined IMI assimilation “as an approach of the strangers on the Germans”. It includes the parameter “German citizenship” and “bicultural marriage”. “In their point of view this two indicators increase the change of successful integration but they are not absolutely necessary. When people from two different cultures decide for a cultural matrimony, it illustrates the convergence of the varied groups”.

A research study of the Hamburgischen Weltwirtschaftsinstituts (HWW) – Hamburger Institute of International Economics liaised between the acceptance of the German nationality and professional success. Immigrants with the German citizenship receive a higher income than employees with a foreigner nationality, because it facilitates the entrance to the occupational life easier. Employers estimate this step as motivation for integration (Woeller et al., 2009).

➤ German citizenship

“For the people outside of Europe is the German citizenship indispensable to be on the equal terms with the locals. It also relieves the entry into the working life in many ways.” (Woeller, Kröhnert, Sippel, Klingholz, 2009)

TABLE 1: IMI - German citizenship evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 29)

1	20 and less
2	about 20 to 25
3	about 25 to 30
4	about 30 to 35
5	about 35 to 40
6	about 40 to 45
7	about 45 to 50
8	more than 50

With this indicator is valid, the more German citizens are in the group, the better the evaluation in the index of measurement of integration.

Resettles received 100%, but they should be excluded from this factor, because they have a right on the German citizenship.

The people from the other countries of the EU-25 come into value of 7 with 42% and against it former Yugoslavia obtain only a IMI grading of 1 with 19%.

➤ **Bicultural marriages**

Bicultural marriages show that two different cultures combine and integration takes place. On the one hand, the will and attempt of the adaptation from the point of the foreigner and on the other side the acceptance of the immigrant in the German society (Woeller et al., 2009).

TABLE 2: IMI - Bicultural marriages evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 29)

1	8 and less
2	about 8 to 15
3	about 15 to 22
4	about 22 to 29
5	about 29 to 36
6	about 36 to 43
7	about 43 to 50
8	more than 50

The higher the percentage value, the higher the IMI worth. Most bicultural marriages were entered by the people from the other countries EU-25 with 61%. Only 5% of the marriages of Germans and also the Turks are with two different nations.

3.1.1.2 Education

“A good education is in today’s a big importance because this is the basic element for the active life. But about 13% of the migration population does not have a degree among the locals there are 1.5%. In most origin groups above all the older generation is without provable graduation. The youth generation takes care of a degree and particularly by Turks and Africans this positive change is noticeable, because here the rate has halved itself in the generation comparison. The investigations also proved that the men can prove a higher graduation in relation to the women” (Woeller et al., 2009).

High differences between the groups were perceivable in the education indicator “People without education”, “Students of secondary school”, “Individuals with a matriculation school” and “Academician”. Eminently affirmative were the other countries in the EU-25, the Far and Middle East. Turkey and the former Yugoslavia struck here mostly with low assessments.

➤ People without education

“It is difficult to find a connection to the professional life without any degree. Unqualified are seen in the society as a cost unit and this complicates a good integration additionally. This indicator shows the percentage of the inhabitants in the age between 20 and 64 without any degree” (Woeller et al., 2009, 29).

TABLE 3: IMI - People without education evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 29)

1	more than 26
2	about 22 to 26
3	about 18 to 22
4	about 14 to 18
5	about 10 to 14
6	about 6 to 10
7	about 2 to 6
8	2 and less

Local inhabitants gain with only 1% the highest IMI evaluation. As well as the Germans the group “other countries in EU-25” achieves also a high rating, because only 3% of the group does not have any graduation.

The origin group “Turkey” gets the lowest measurement, since 30% of the foreigner cannot demonstrate a degree.

➤ **Students of secondary school**

"This indicator is principally concerned with the young people in society. Only school potential visitors between 16 and 20 years were examined. The foundation stone for career success must be set early and this is succeeds with Abitur – high entrance education qualification” (Woeller, Kröhnert, Sippel, Klingholz, 2009, 30).

TABLE 4: IMI – Students of secondary school evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 30)

1	20 and less
2	about 20 to 22
3	about 22 to 24
4	about 24 to 26
5	about 26 to 28
6	about 28 to 30
7	about 30 to 32
8	more than 32

The origin group Far East has a high share of pupils in the secondary school. With 37% they are reaching the highest IMI rating. In Germany 27% of the 16 to 20 year

olds go to the high school. Only 15% of the young people from the former Yugoslavia are sixth formers which correspond to a rating of 1 point at IMI.

➤ **Individuals with a matriculation standard**

“Further evaluated parameter in the education situation is the graduate population of the 20 to 39 year-old. A high IMI value indicates that the people of the different migration groups can withstand the German school requirements. This again underlines the integration readiness of the migrants, because this degree provides people the best conditions for a later study which increase their opportunities for advancement on the work front” (Woeller, Kröhnert, Sippel, Klingholz, 2009, 30).

TABLE 5: IMI – Individuals with a matriculation standard evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 30)

1	20 and less
2	about 20 to 25
3	about 25 to 30
4	about 30 to 35
5	about 35 to 40
6	about 40 to 45
7	about 45 to 50
8	more than 50

The lowest graduate population has Turkey with 14%. By contrast good half of the people between 20 and 39 years from the other countries of the EU-25 complete the graduated school which lead to the highest points number in the IMI. But also the group Far East overlies Germany, which could gain with 38% 5 IMI-points.

➤ **Academician**

According Woeller, Kröhnert, Sippel, Klingholz (2009, 30) “people with a university degree are more open, innovative and socially active. Above all this high educated immigrants influence the general view of their origin group very positive. This indi-

cator shows the percentage share of the academician between the 30 to 64 year old populations”.

TABLE 6: IMI – Academician evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 30)

1	10 and less
2	about 10 to 15
3	about 15 to 20
4	about 20 to 25
5	about 25 to 30
6	about 30 to 35
7	about 35 to 40
8	more than 40

The Middle East shows with 48 percent by far the most graduates of the 30 to 64 year-olds. Germany lies with 19% very far below in the IMI assessment. Nevertheless very few academician has the former Yugoslavia with 10%.

3.1.1.3 Working life

“The area of working life makes once again clear how the population with migration background is integrated in Germany. Here it is evident how much integration willingness consists among the migrants and how they are accepted by the company in Germany. The professional entrance in high respectable occupations like officials, doctors or layers is especially difficult for the population with migration background. Nevertheless this also deals with the education conditions which were not fulfilled of some migrants” (Woeller, Kröhnert, Sippel, Klingholz, 2009, 30)

“By bottlenecks on the job market, women and young people are in the society the ones to suffer.” Woeller, Kröhnert, Sippel, Klingholz, (2009, 53) suggest also “that a rising unemployed rate increase above all the housewife rate”.

The following indicators like unemployment rate, housewife rate, self-employed and trust professionals include usually all workers between 15 and 64 year-old.

➤ Unemployment rate

Who wants to integrate himself successfully into a society must begin above all with the employment, because unemployment leads to exclusion not only of the foreigner but also of the local people. To one due to the lack of contact with the other people and on the other hand jobless be considered as an unnecessary expense factor. In this parameter only the employed and unemployed were considered, student pensioners and housewives were ignored (Woeller, Kröhnert, Sippel, Klingholz, 2009, 30)

TABLE 7: IMI – Unemployment rate evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 30)

1	More than 30
2	about 26 to 30
3	about 22 to 26
4	about 18 to 22
5	about 14 to 18
6	about 10 to 14
7	about 6 to 10
8	6 and less

The nethermost unemployment rate has Germany with 10%, but the other countries of EU-25 and south Europe receive also with 13% and 14% an IMI assessment of 7. Middle East performs very poorly with an unemployment rate of 35%.

➤ Labor force

Labor force includes all working people and also which are really looking for a workplace. It includes all employed and unemployed people between 15 and 64 years old.

TABLE 8: IMI – Labor force evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 31)

1	60 and less
2	about 62 to 64
3	about 64 to 66
4	about 66 to 68
5	about 68 to 70
6	about 70 to 72
7	about 72 to 74
8	more than 74

About 75% of the Germans and also emigrants are workmen. In the origin group Middle East are only 58% of the populations a labor force.

➤ Youth unemployment rate

The youth unemployment rate considered all employed persons aged 15 to 24 years, excluded pupils, students and other inactive persons. Teenagers are seriously endangered of being excluded in unemployment and therefore losing the connection to the society. This leads to the fact that they remain in their group of origin, thus developing a parallel society. This process complicates above all the integration of youngsters in addition and also leads to the discontent among the young foreigners which can end with the fact that they completely turn away from the German society (Woeller, Kröhnert, Sippel, Klingholz, 2009, 31).

TABLE 9: IMI – Youth unemployment rate evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 31)

1	More than 30
2	about 26 to 30
3	about 22 to 26
4	about 18 to 22
5	about 14 to 18
6	about 10 to 14
7	about 6 to 10
8	6 and less

The group South Europe gain with a youth unemployment rate of 13 % the highest IMI evaluation of all. Germans could also receive 6 IMI points with a rate of 14%. Africa gets the lowest measurement, because 31% of the 15 to 24 year olds are unemployed.

A reason for the high rate of unemployment differences of the youths from different nations is the level of education (Woeller, Kröhnert, Sippel, Klingholz, 2009, 53). Turkey has with 28% one of the highest youth unemployment rate and with 30% also the highest percentage of people with a degree. Same like Africa with 25% of the people without education and 31% youth unemployment rate.

➤ **Housewife rate**

The integration of women in some cultures still needs more attention. Many housewives with an immigrant background can demonstrate a high level of education but it is not used in Germany. This often led to the fact that the women isolate themselves. Missing linguistic practice supports the process of the demarcation even more, because they try to avoid the contact with local inhabitants (Woeller, Kröhnert, Sippel, Klingholz, 2009, 31 and 53).

TABLE 10: IMI – Housewife rate evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 31)

1	More than 44
2	about 40 to 44
3	about 36 to 40
4	about 32 to 36
5	about 28 to 32
6	about 24 to 28
7	about 20 to 24
8	20 and less

In Middle East remain about the half of the women at home. That's more than twice as in the German and repatriates group, because here are only 20% of

women homemakers. But the group of the ethnic Turkish has also a housewife rate of 48%.

➤ **Self-employed**

Immigrants which become self-employed in Germany, show the greatest willingness to integrate. They build up a completely new life, in which they are more than willing to invest because they have to manage many difficulties to their self-employment. To one it requires a lot of willpower to slog through the German bureaucracy before open their own business. On the other hand they must also establish contact to potential partner and customers what assumes a good control of the language and cultural circumstances (Woeller, Kröhnert, Sippel, Klingholz, 2009, 31 and 54).

TABLE 11: IMI – Self-employed evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 31)

1	6 and less
2	about 6 to 7
3	about 7 to 8
4	about 8 to 9
5	about 9 to 10
6	about 10 to 11
7	about 11 to 12
8	more than 12

The percentage of self-employed among all workers aged between 15 and 64 years is the group of origin Middle East at 19%. That's 8% more than the Germans.

But also the Far East and the group with the other countries in the EU-25 could achieve an IMI rating of 8.

From the emigrant circle only 5% have their own business, this is the value for this indicator.

➤ **Government employee**

Woeller, Kröhnert, Sippel, Klingholz, (2009, 31) indicates that this indicator belongs also to those which make the integration of the migration population evident. This area, which includes the professions officer, soldier but also an employee for street cleaning and maintenance of green spaces belong, is highly recognized by the whole society. Only someone who has integrated very well in Germany can elaborate a secure income and social security in addition to the recognition.

TABLE 12: IMI – Government employee evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 32)

1	8 and less
2	about 8 to 10
3	about 10 to 12
4	about 12 to 14
5	about 14 to 16
6	about 16 to 18
7	about 18 to 20
8	more than 20

In the IMI ranking stands Germany with 21% of public sector employees at the top. 14% of the emigrants and 13% of the migrants from the other countries EU-25 in-built well in Germany and work in the civil service. In comparison, only 7% of Turkish origins are employed in the public service.

➤ **Trust professionals**

The professional groups such as doctors, lawyers, police officers or teachers have high social responsibility towards the society and hence the need the trust of the people. Therefore in this indicator applies also that all people who work with a migration background in these professions can demonstrate a high level of integration success (Woeller, Kröhnert, Sippel, Klingholz, 2009, 32)

TABLE 13: IMI – Trust professionals evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 32)

1	4 and less
2	about 4 to 6
3	about 6 to 8
4	about 8 to 10
5	about 10 to 12
6	about 12 to 14
7	about 14 to 16
8	more than 16

Most positions in the trust professions have people from Germany with 17% and other countries in the EU-25 with 13% of all employees in their group of origin.

Only 4% of the populations of the former Yugoslavia, Africa and Turkey work in a professional of confidence.

3.1.1.4 Hedge

The area of security deals with the indicators, livelihood sources and amount of income. It is of relevant whether the migrants provide for their maintenance themselves or if they are aliment by the state. A dependence on the community harms the people of other cultures in the integration, since it is not welcome in the society, if someone lives at the expense of the government. Humans are usually very limited in their lifestyle if they are finance depend on public services. In contrast person with a secure income can afford more and therefore they are more open to new things and experiences what affects positively the integration (Woeller, Kröhnert, Sippel, Klingholz, 2009, 32 and 54).

The index analyzed in this field also the amount of the net income of the most occupies income class (Woeller, Kröhnert, Sippel, Klingholz, 2009, 32).

“The public benefits include unemployment benefit I and II, social welfare, basic security benefits, asylum services and also payments of the nursing care insur-

ance. Excluded are the payments of the pension fund and health insurance.”
 Woeller, Kröhnert, Sippel, Klingholz (2009, 32)

➤ **Dependent on public payments**

Woeller, Kröhnert, Sippel, Klingholz (2009, 32) suggest that people who are financially dependent on the state, are cost factors that contribute nothing to the national income. Due to the small benefits it is more difficult for the immigrants to integrate into the society, because they have few opportunities to take part in the social life.

TABLE 14: IMI – Dependent on public services evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 32)

1	More than 25
2	about 22 to 25
3	about 19 to 22
4	about 16 to 19
5	about 13 to 16
6	about 10 to 13
7	about 7 to 10
8	7 and less

34% of people from the origin in the Middle East are dependent on public payments. This is the group which received by far the most services. The origin group with the least financial dependents of the 15 to 64 year-olds is next to Germany also other countries of the EU-25 with 9%.

However, no one of the country can reach the highest IMI rating, which prescribes a percentage of fewer than 7.

➤ Individual income

A higher income contributes not only to an improved standard of living but also for integration because it gives people more freedom in social activities. The level of income is often dependent on the education and the skills well as the acceptance of the person in society (Woeller, Kröhnert, Sippel, Klingholz, 2009, 32).

TABLE 15: IMI – Individual income evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 32)

1	700 and less
2	700 to less than 900
3	900 to less than 1.100
4	1.100 to less than 1.300
5	1.300 to less than 1.500
6	1.500 to less than 1.700
7	1.700 to less than 2.000
8	More than 2.000

The Index of Measurement of Integration gives the origin groups Germany and the other countries in the EU-25 8 evaluation points this means that they have a net earnings of more than 2.000 euro. The emigrants from Far East, Middle East and Africa receive only between 1.500 euro and 1.700 euro per months. A lower income of the labor force in the most populated income class is not available.

3.1.1.5 Dynamic Indicators

For the immigrants it is differently hard to adapt completely to Germany, because they are characterized by several cultures. Some cultures have powerful deviations from the German culture, others not so strong. Nevertheless, with 2ten generation of the immigrants the differences to Germany should be lower, because they are shaped by this culture from birth. The following indicators investigate the change factor between the immigrants and their children who were born in Germany (Woeller, Kröhnert, Sippel, Klingholz, 2009, 33).

➤ **Dynamic people with German citizenship**

“This parameter compares the proportion of immigrants with German citizenship with the proportion of immigrant children with German citizenship.” (Woeller, Kröhnert, Sippel, Klingholz, 2009, 33).

TABLE 16: IMI - Dynamic people with German citizenship evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 33)

1	1 and less
2	about 1 to 2
3	about 2 to 3
4	about 3 to 4
5	about 4 to 5
6	about 5 to 6
7	about 6 to 7
8	more than 7

The highest change factor has by far the origin group Southern Europe with 7.02. The Turkish-born inhabitants got the smallest shift in the proportion of people with German citizenship between the two generations.

➤ **Dynamic bicultural marriages**

“With a rising number of bicultural marriages in the second generation, it is assumed that integration takes place and the different cultures come closer.” (Woeller, Kröhnert, Sippel, Klingholz, 2009, 33)

TABLE 17: IMI - Dynamic bicultural marriages evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 33)

1	1 and less
2	about 1 to 1.3
3	about 1.3 to 1.6
4	about 1.6 to 1.9
5	about 1.9 to 2.2
6	about 2.2 to 2.5
7	about 2.5 to 2.8
8	more than 2.8

By comparison of the generations in the indicator bicultural matrimonies in some cultural groups even less bicultural marriage were closed by the migratory children. This negative change was recorded with the natives of the Middle East and Africa. A high positive alteration was recorded with 3.9 of the resettles.

➤ **Dynamic people with matriculation standard**

This indicator is concerned with the change in the education between the generations, the higher the dynamic value, the higher the participation in the German education system of the migrant children. This positive change shows not only that the 2-generation efforts to a successful future in Germany but also that they keep up with the German educational claims (Woeller, Kröhnert, Sippel, Klingholz, 2009, 33).

TABLE 18: IMI - Dynamic people with matriculation standard evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 33)

1	1 and less
2	about 1 to 1.2
3	about 1.2 to 1.4
4	about 1.4 to 1.6
5	about 1.6 to 1.8
6	about 1.8 to 2.0
7	about 2.0 to 2.2
8	more than 2.2

Mostly the 2nd generation of the immigrants coming from Turkey tries to find connection to the German educational standard, with a change factor of 2. Therefore

twice as many migrant's children have a university maturity in comparison to their parents.

Nevertheless, there are also origin groups which represent a change in the negative area like the other countries in EU-25 with a factor of 0.84 and Africa with 0.86.

➤ **Dynamic unemployment rate**

If the 2nd generation adduced a higher unemployment rate, it can be concluded that the children of migrants are either demotivated or difficult conditions prevail for them in the labor market (Woeller, Kröhnert, Sippel, Klingholz, 2009, 33)

TABLE 18: IMI - Dynamic unemployment rate evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 33)

1	More than 1
2	about 0.95 to 1
3	about 0.90 to 0.95
4	about 0.85 to 0.90
5	about 0.80 to 0.85
6	about 0.75 to 0.80
7	about 0.70 to 0.75
8	0.70 and less

In relation to the parents in the cultural sphere Turkey the children are frequently unemployed, because they have a change factor of 1.04. Significantly improved unemployment situation is among the immigrants from the Middle East.

➤ **Dynamic dependent on public services**

According to Woeller, Kröhnert, Sippel, Klingholz, (2009, 33) is “an increase between the two generations in the field of financial dependence on the state, a sign of social decline”.

TABLE 19: IMI - Dynamic dependent on public services evaluation key

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009, 33)

1	More than 1
2	about 0.9 to 1
3	about 0.8 to 0.9
4	about 0.7 to 0.8
5	about 0.6 to 0.7
6	about 0.5 to 0.6
7	about 0.4 to 0.5
8	0.4 and less

In this area there is no group in which the dependence on the state between generations has increased. All have a positive change. Africa generally has the best change factor of 0.39 and the other countries of the EU-25 the worst of 0.88.



The average of these 20 indicators gives the total points in the rating index for measuring the integration of the respective groups of origin. The higher the rating, the better a nation is built in Germany.

This index gives not only explanation about that how well they are integrated, but also where still need for action exists to integrate them better into the German society. This is necessary, because only with the right measures the integration in a new country can be improved.

The subsequent example is concerned with the origin group Turkey. It shows significantly their individual IMI ratings and the resulting total points.

TABLE 20: IMI evaluation example with the origin group Turkey

(Source: Woeller, Kröhnert, Sippel, Klingholz, 2009)

Indicator	Percent	Evaluation
German citizenship	32	4
Bicultural marriages	5	1
Without education	30	1
Students of secondary school	18	1
Matriculation standard	14	1
Academician	13	2
Unemployment rate	23	3
Labor force	61	1
Youth unemployment rate	28	2
Housewife rate	48	1
Self-employed	7	2
Government employee	7	1
Trust professionals	4	1
Dependent on public payments	16	5
Individual income (class)		7
Dynamic - German citizenship	2.42	3
Dynamic - Bicultural marriages	1.40	4
Dynamic - Matriculation standard	2.00	7
Dynamic - Unemployment rate	1.04	1
Dynamic - Dependent on public payments	0.78	4
Total (scoring)		2,4

Turkey is integrated at least by all the 8 groups in Germany. They reached a total assessment of 2.4. This is partly due to the fact that they achieve very low IMI ratings especially in the field of education. Of all the groups, they also have the most immigrants without an education.

A good schooling is a prerequisite for a good integration in the professional aspect and that mainly contributes to the overall integration. A poor education complicates the access to the labor market, so the unemployment rate rises. The unemployment leads to the exclusion from the society's activities and therefore the migrants lose the connection to the society. With bad qualifications a low wage is also most-

ly assumed what leads to frustration among the workers and especially foreigners often to the dissatisfaction and isolation.



Every social group has its own weaknesses, just as every person has certain integration difficulties. This cannot be examined in a general study, but if companies decide for an employee of another nation, they should take the time to analyze briefly the personnel weak spots and take appropriate action, because only a well-integrated staff can deliver a maximum performance. As the index for the measurement of integration has shown, most nations have very high skilled workers, therefore, is worth the effort when you win a highly qualified employee in return. When analyzing these weaknesses Intercultural Preference Tool could be a help.

3.1.2 Intercultural Preference Tool (IPT)

In the modern times it is inevitable to work together with people from different cultures. Even in Germany it is unavoidable, because many foreigners are working in German companies, but also the German people have to attend their nationwide business connections. The cooperation brings also problems with itself. The cultures differ from each other in many ways especially in the communication and working behavior. "ICUnet.AG" is an intercultural consultation company which use the intercultural preference tool (IPT) to compare the personal attitude with the working- and communication ways of the different cultures. The Intercultural Preference Tool is based on the culture theories of Geert Hofstede and Hall. (Source: ICUnet.AG, 2012)

3.1.2.1 Test construction

Intercultural preference tool is made up of 59 items which were based on the following seven culture dimensions: dealing with uncertainty, indirect vs. direct communication, relationship vs. task orientation, multi- vs. single-focused time, rational vs. intuitive, perception of hierarchy and analytic vs. pragmatic. To each of these dimensions were asked about eight to nine statements. (Source: ICUnet.AG, 2012)

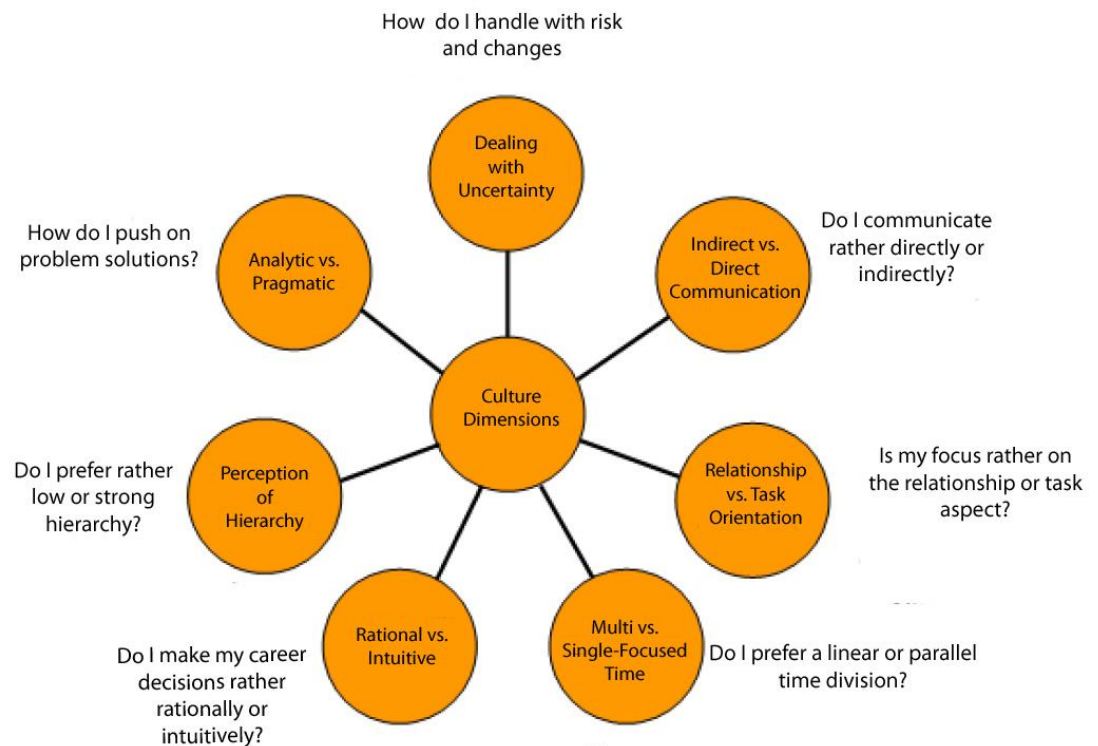


FIGURE 13: Overview of the seven cultural dimensions of the IPT

(Source: ICUnet.AG, 2012)

Dealing with Uncertainty

In this dimension the IPT detect how the attendant handle with risk and change.

In every culture, people take risks and changes differently. People with a high need for security usually work clearly structured and controlled. They often try to avoid new tasks and circumstances and prefer to stay in their familiar surroundings. (Source: ICUnet.AG, 2012)

People with a low need for security are very open to new things and also like to take a risk. As opposed to the security-destitute, they see rules as an impediment in their activities. (Source: ICUnet.AG, 2012)

Indirect vs. Direct Communication

This dimension should find out the communication way of the participant.

There are two different ways in the communication. On the one hand the indirect and on the other side the direct.

In a culture with an indirect communication, it is important to pay attention to the facial expressions and gestures, not just the spoken words. In these cultures, it is of big importance to save face of the opponent. Criticism and unpleasant topics are most avoided and also in business no rejections are expressed. (Source: ICUnet.AG, 2012)

If a culture is shaped by the direct communication all topics and criticism are expressed directly and nobody pay attention to the feelings of others. In this culture it is not necessary to mind to the facial expressions and gestures, only the spoken here words are matters. (Source: ICUnet.AG, 2012)

Relationship vs. Task Orientation

This dimension is used to determine whether the participant is more relationship or properly oriented. Especially at the beginning of a collaboration, it is important to know which interact in the culture is preferred.

In a relationship orientation culture it is important to have a personally connection to the partners in every life situation. The People spend a lot of time together to get to know each other very well, before working together. (Source: ICUnet.AG, 2012)

Trust develops here not on the basis of professional competence but because of the relationship to each other. The staff and partners rely on each other very much and therefore they usually work in family-like conditions. (Source: ICUnet.AG)

In a task-oriented culture only the skills that a person can show are important. It is unusually to take the time to come to know better the employees or business partners because the private and professional are separated clearly. (Source: ICUnet.AG, 2012)

Multi- vs. Single-Focused Time

IPT wants to find out which time division the use prefers, a linear or parallel.

People who live in a culture with a single focused time, work very structured and follow the schedules which were worked out. All tasks are processed sequentially and not simultaneously. In these cultures, punctuality and deadlines have top priority. (Source: ICUnet.AG, 2012)

Humans with a multi coined scheduling are in the contrary very flexible at the appointment arrangements and punctuality and also with deadlines. The processing

of tasks is not dependent on the predetermined order, but rather often of priority. (Source: ICUnet.AG, 2012)

Rational vs. Intuitive

The dimension rational vs. intuitive should figure out whether the participant is makes the decisions rationally or intuitively.

Humans, who are influenced by a culture that makes the decisions rationally, make sure that their decisions are justified and understandable. To make this possible, they make the choices only on the basis of the facts and data which were available to them. People who reach decision intuitively do not need data and facts for decision making, they just trust their intuition. These decisions are also accepted without further questioning of employees or colleagues. (Source: ICUnet.AG, 2012)

Perception of Hierarchy

This area is to figure out more about the hierarchical thinking of those tested. The people have to showdown with the question of whether they preferred a high or low hierarchy respectively of which hierarchy characteristics the test person is characterized.

The prevailing hierarchy of thinking in a culture influences the communication between the hierarchy levels, the right to say something and decision-making.

At a flat hierarchy the employees have a say and can doubt the decisions of superiors and express their opinions openly. It tries to make the power differences aside and treat all members of the company the same. In this hierarchical thinking are the skills of an employee in the foreground and not the status. (Source: ICUnet.AG, 2012)

The opposite of this is the high hierarchy that contains no say and no right of decision of the lower hierarchical levels, but full control of the powerful. All decisions are made solely by the supervisor and the employee must accept and implement them, and have no objection to bring opportunities. With a high hierarchical thinking the in high places generally have more prestige, regardless of their skills. (Source: ICUnet.AG, 2012)

Analytic vs. Pragmatic

This dimension is to find out how the participant's approach to tasks and problem solving.

Analytical, cultures solve the tasks according a problem analysis, in which all details are thoroughly investigated. Then, solutions are founded and implemented. At pragmatically acting cultures, it is not about the accuracy of the perfect approach and its implementation, but the speed in achieving the goal. (Source: ICUnet.AG, 2012)

3.1.2.2 Implementation

The test is processed online via the Intercultural Awareness System (IAS), the ICUnet.AG. Each participant is assigned a code with which is necessary for the log in IAS. After the registration and selection of a test an instruction box will appear with an explanation about completing the questionnaire. (Source: ICUnet.AG, 2012)

Completion of the questionnaire takes about 15 minutes, as the participants will respond intuitively without long deliberation. To them are a five-step scale for each statement are available with which they can answer their own self-assessment. The scale ranges from „Does not agree at all" to "Completely agree". The subscriber also has the option to say "Prefer not to say" unless he cannot assess a statement. In this response, the item will not be evaluated. There are at least three

clear statements in one dimension necessary so that an evaluation can be performed. If this is not the case, the dimension is counted as "0". (Source: ICUnet.AG, 2012)

The questions will be answered consecutively by the tester. Only after a question has been answered, next statement will appear. The order of the items is random, except the first question, which was explicitly chosen as the "ice-breaker" for the beginning. (Source: ICUnet.AG, 2012)

The test can be interrupted at any time and resumed later at the same place. All answered statements will be saved until then.

At the end of the test, a screen will be displayed which explains the background of the questionnaire. It described also briefly some basic information about the target and the results of the test. (Source: ICUnet.AG, 2012)

3.1.2.3 Evaluation

IAS takes on the evaluation and development of a test report after the test processing. This test review contains on the one hand the results in a network diagram and on the other a "theoretical explanation and practice-relevant recommendations for the client". (Source: ICUnet.AG)

For the network diagram illustration the self-assessments of the participant are assessed and then transformed.

The valuation is made as follows:

- 1 Point = „does not agree at all“
- 2 Points = „tend to disagree“

- 3 Points = „so, so.“
- 4 Points = „tend to agree“
- 5 Points = „completely agree“.

„Depending on the issue some items are in reverse coded” (Source: ICUnet.AG, 2012, 28).

“For the visualized presentation in the comparison chart an average value of each dimension is determined and transformed on a scale of 0 to 100” (Source: ICUnet.AG, 2012.28). Large differences between the values are an indication that major cultural differences exist.

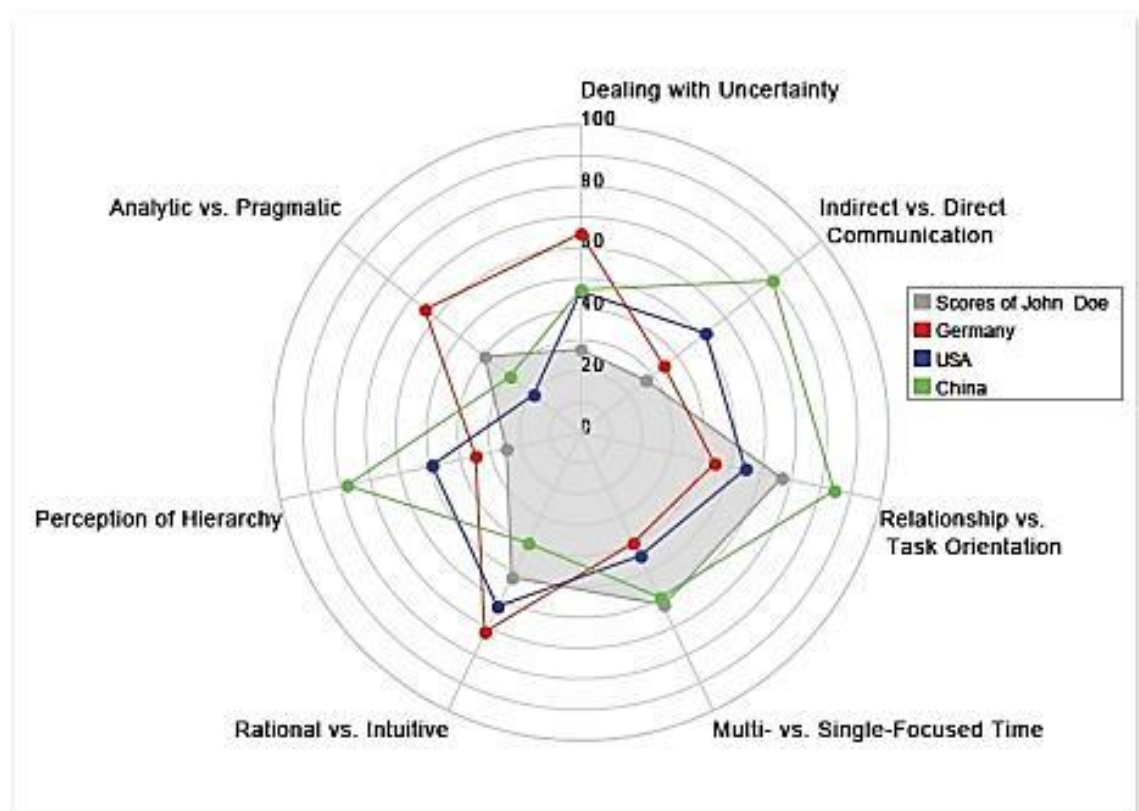


FIGURE 14: IPT - Results of an Exemplary User Profile compared to three different cultures

(http://www.icunet.ag/uploads/pics/ipt_02_engl_01.jpg) 29.01.2013

This diagram demonstrates an example of the evaluation participants "John Doe" to. The values have been shown for the comparison of three different cultures in a network diagram. The polarities of the dimensions can be taken from the following table.

TABLE 21: Polarities of the Dimensions

(Source: ICUnet.AG, 2012)

Dealing with Uncertainty 100 = high Uncertainty avoidance 0 = low Uncertainty avoidance	Indirect vs. Direct Communication 100 = Indirect Communication 0 = Direct Communication
Relationship vs. Task Orientation 100 = Relationship Orientation 0 = Task Orientation	Multi- vs. Single-Focused Time 100 = Multi-Focused Time 0 = Single-Focused Time
Rational vs. Intuitive 100 = Rational 0 = Intuitive	Perception of Hierarchy 100 = high Perception of Hierarchy 0 = Low Perception of Hierarchy
Analytic vs. Pragmatic 100 = Analytic 0 = Pragmatic	

The results from John are resulting from the performed test. They represent his own assessment in 7 different dimensions. According to ICUnet.AG (2012) "the country comparative figures have been determined in two different ways - on the basis of average calculations or according the qualitative principle of the Delphi method. This means that for each country profile, ruled Germany, about 10-15 experts were interviewed in a multistage process. From these surveys, the estimated values for a country from the experts, the mean values were determined for a country. For meaningful results, these experts had to provide evidence of a living and working experience in Germany and the respective destination country. They also had to have completed IPT training. The country profiles are updated every two years to keep it always up to date."

"For the German country profile the average of 1000 German participants was calculated quantitatively" (Source: ICUnet.AG, 2012)

3.1.2.4 Interpretation of the Results

When interpreting the results, the higher the difference, the higher are the cultural differences between the tested person and the culture. (Source: ICUnet.AG, 2012)

To avoid ambiguity in the test analysis, a detailed personal interview is conducted. Here, the test participant has the opportunity to look at his test results accurately and to assess whether his personal assessment coincides with the test result. Should this not be the case, it must be clarified what reasons cause the difference. It is possible that the subscriber has considered a question from a point of view. (Source: ICUnet.AG, 2012)

The results point to the participants and the team leader, the areas in which most of the differences are given in the work and communication preferences. This offers the opportunity to formulate and apply specific training to obtain a successful integration. (Source: ICUnet.AG, 2012)

This test is based on the self-assessments of participants therefore it cannot always be told exactly how the participants responded in real situations. In the test, the participants often judged based on of known situations and their output.

But in a new country, the tested person is influenced by other cultures, whereupon its attitude may change. But there is also the possibility that the person does have a big difference in an area where he does gives high importance in everyday life and adapts quickly to the fellow men. (Source: ICUnet.AG, 2012)

3.2 Integration

For a successful integration of foreign in a company enterprises cannot provide alone. In this area the legislature plays an important role.

3.2.1 Measures of State

The German government has made regarding the integration of foreign employees, progress. 2005, a new immigration law was passed, and the other changes were made in the Recognition Act to improve the integration of foreign employees.

The Residence Act §§ 43 to 45 define the principles of state integration measures.

3.2.1.1 *Change of the Recognition Act*

Since April 2012, the recognition of foreign qualifications has been simplified. The law consists of the recognition of professional qualification determination Act and the changes in 63 specific laws. Das Bundesministerium für Bildung und Forschung - the Federal Ministry of Education and Research (2012) defines recognition as the juxtaposition and comparison of the foreign and German vocational qualification. If the training content and duration of training can be evaluated as equivalent the foreign degree can be confirmed as equivalent and the applicant may perform the learned profession.

Das Bundesministerium für Bildung und Forschung - The Federal Ministry of Education and Research (2012) stated that the recognition of law has been improved in four areas:

- All immigrants included not only the EU-citizens and resettlers but also immigrants from third-world countries have the right to an equivalency. Especially the non-EU citizens had until April 2012 no legal claim for recognition.

The evaluation of the 350 non-regulated occupations has also been newly included in the law.

- It was introduced a uniform procedure, which applies to the whole of the Federal Republic of Germany.
- The recognition of the profession is no longer dependent on the citizenship. In new defined law only the qualifications are decisive.
- Applications are no longer bound to the residence permit. Applications can be made by all living in domestic and foreign categories.

This new rule applies to 450 jobs but especially the 350 non-regulated professions for which in the past was no way for recognition. (Source: Bundesministerium für Bildung und Forschung, Federal Ministry of Education and Research 2012)

➤ **Non-regulated professions**

Non-regulated professions are, according to the Bundesministerium für Bildung und Forschung - Federal Ministry of Education and Research (2012) "350 occupations in the dual system, which are governed by a uniform training order for whole Germany. The-job training as well as school education, to one of these professions is strictly required and is provided with a uniform test for all graduates, which were tested at the end of training. This area includes commercial jobs, such as legal and tax specialist, but also artisanal as an electrician. For foreign workers who had learned one of these professions abroad, in Germany there was barely opportunity to take a job in the area. (Source: Bundesministerium für Bildung und Forschung, Federal Ministry of Education and Research 2012)

There were additionally made 63 changes in the specific laws of the regulated professions, which relate primarily to the highly skilled immigrants from non-EU coun-

tries. (Source: Bundesministerium für Bildung und Forschung, Federal Ministry of Education and Research 2012)

➤ **Regulated Professions**

"Regulated professions are Scope of Business, which are connected with a professional title, such as doctors, lawyers, nurses, civil servants or masters. For EU citizens guidelines for recognition of degrees were available, however, this does not concluded the third-country citizens. On the basis of the missing recognition the immigrants had no right to practice." (Source: Bundesministerium für Bildung und Forschung, Federal Ministry of Education and Research 2012)

The difference between the two professions is that in the regulated professions an appreciation for practicing is necessary and in non-regulated professions it will be evaluated as an opportunity to increase the changes on the labor market. In these professions, the equivalence test is not required, but recommended because, above all the qualifications which have been confirmed in writing have more importance in Germany. (Source: Bundesministerium für Bildung und Forschung, Federal Ministry of Education and Research 2012)



All of these changes should contribute to better and easier integration of foreign employees. Das Bundesministerium für Bildung und Forschung - The Federal Ministry of Education and Research (2012), wanted to make with the facilitation of the recognition Germany more attractive to recruit more skilled workers from abroad. However, it should also be able to foreigners already living in Germany to take up employment that matches their skills. Some immigrants are living in Germany who pursue, because of the the lack of recognition of their learned profession, a under qualified employment. The potential of the people should be fully exploited. (Source: Bundesministerium für Bildung und Forschung, Federal Ministry of Education and Research 2012)

Das Bundesministerium für Bildung und Forschung, Federal Ministry of Education and Research (2012) emphasizes that "professions under state law, such as teachers, educators, engineers or architects are excluded from the Amendment Act because this will regulated differently in the various federal states. Also university degrees, which do not belong to regulated professions, and general qualifications, the law cannot be applied. "

During the application process some further points should be noted.

➤ **Language skills**

Das Bundesministerium für Bildung und Forschung (2012) The Federal Ministry of Education and Research (2012) writes that "foreigners must master the German language to the extent of Directive 2005/36/EC it may occur no restrictions on the exercise of the profession (Article 53 of Directive 2005/35/EC)". "The examination of the language must be done separately and not in the evaluation of professional qualificationsbecause this is not a subject of the equivalence position."

➤ **Costs**

The amount of the fee depends on the professional and of the states or of the competent Industrie und Handelskammer – IHK, Chamber of Industry and Commerce. They are in a range from 25 to 1,000 euros. In addition, ZAV calculated at the individual credential evaluation EUR 100 for each certificate. (Source: Bundesministerium für Bildung und Forschung, Federal Ministry of Education and Research 2012)

The costs of the proceedings must be paid by the applicant. However, there is also the possibility to obtain information from the job agency in Germany and to file an application for a costs acquisition, which must be approved. (Source: Bundesmin-

isterium für Bildung und Forschung, Federal Ministry of Education and Research 2012)

➤ **Sequence**

Before filing to the applicants is advised to obtain advice, this can be done online or by telephone. Afterwards they have to find out which agency is responsible for their profession and place of residence. After these two steps have been processed, the application (Appendix 2) will pass with all the necessities documents to the processing station. (Source: Anerkennung in Deutschland - Appreciation in Germany)

Bundesministerium für Bildung und Forschung, Federal Ministry of Education and Research (2012) lists the following documents as necessary:

- “tabular curriculum vitae in German language about training courses and professional activities”
- “proof of identity”
- “Proof of education statements acquired abroad “
- “Evidence of relevant professional experience (eg employment references, workbooks)”
- “other qualifications (like professional training courses or retraining certificates)”
- “a statement that no application for equivalency determination under the BQFG was made before”
- “Evidence that the applicant wants to work in Germany”.

It should be noted that further certifications, such as registration certificate or marriage certificate may be required.

"Upon receipt of all documents to the competent authority, the request will be considered and the applicant will receive their decision. If no complete recognition was possible, to the foreign workers in regulated professions proposed compensatory measures, which must be completed to obtain a complete equality. In non-regulated professions missing qualifications can be rescheduled such that a subsequent recognition can be issued." (Source: Anerkennung in Deutschland - Appreciation in Germany)

➤ **Duration**

The whole process can take up to half a year. After submission of all documents, the confirmation of the receipt of the documents by the authority will be made within one month. The decision on the request must be made within 3 months. In special cases, an extension of the processing can be agreed. (Source: Bundesministerium für Bildung und Forschung, Federal Ministry of Education and Research, 2012)

The new Recognition Act was adopted and used by citizens, because according to the press release of 03.04.2013 by the Bundesministerium für Bildung und Forschung - Federal Ministry of Education and Research "30,000 applications have been made in a year. In the commercial area about 4,000 applications were adopted in the past year and around 12,000 applications were made by doctors and nurses. "

3.2.1.2 New Integration program

A new integration program comes into force on January 2005 to improve the integration of foreigners in Germany. In this integration program, especially changes were made in the language courses.

Since 2005, a single integration course is offered to all immigrants. Previously, different classes were offered for different cultural groups. (Liebig, 2007)

Situation in 2002				Situation since 2005
	Language courses for foreign workers	Language courses for targeted unemployed immigrants	Language courses for targeted young immigrants	Integration courses under the new law
Target group	"Guestworkers" and their families	Certain groups of the unemployed: ethnic Germans, recognised asylum seekers and families	Certain groups of people under 27 if not entitled to the courses for the unemployed: ethnic Germans, recognised asylum seekers and families	All new permanent immigrants with limited German up to two years after permanent immigration; earlier immigrants may participate depending on availability
Ministry in charge	Labour Ministry	Labour Ministry	Ministry for Family and Youth	Ministry of the Interior (Federal Office for Migration and Refugees)
Hours of training per week	4-20	35	35-40	5-25
Duration	Up to 640 hours	900 hours (6 months)	1200-1400 hours (10-12 months)	600 hours, flexible (plus 30 hours "orientation course")
Entitlement	No	Yes, if the migrant was both unemployed and had been previously employed in the origin country	No	Yes, unless the immigrant has already been resident for a number of years; or in the case of no apparent integration need (e.g. due to prior German knowledge). For certain groups, the course may even be compulsory.
Budgeted costs	25 million Euros (2002)	120 million Euros (2002)	23 million Euros (2002)	208 million Euros (2005)

Source: FOKUS (2003), Integration Officer (2002); Ordinance on the Integration Courses.

FIGURE 15: Course structure for initial language training in 2002 and the new introduction course

(Source: Liebig, 2007)

The Figure 16 compares the old and new integration courses. "Compared to the old language courses is the new shorter. It comprises total of 630 hours. 600 hours are invested in language teaching, and the students learn in the remaining 30 a few facts about German culture, history and law. The course is also divided to 300 hours basic course and advanced course 300 wherein individual sections can be skipped if the knowledge is already available. The immigrants receive a certificate of their knowledge after they have passed an examination at the end of the course." (Liebig, 2007)

Liebig (2007) indicates that some things have also changed in terms of participation. In contrast to earlier, all new immigrants have now a legal right for the participation, including those from third countries.

"The state has invested a lot in the new integration measures and expected in return, the participation of immigrants in the classes. Affected are mainly immigrants, which were obliged to attend, due to inadequate knowledge of German or receiving welfare benefits. If this requirement is not followed consequences must be expected. The state takes the right, to cut benefits of the immigrants for denial of their duties. When the people are receiving social benefits, these will be reduced by 10% and 30% of the long-term unemployment benefits. At negative attracting attention, the state may also reject an extension of the residence permit. "(Liebig, 2007)

The budget costs amounted in 2005 estimated to 208 million euros. According to Liebig (2007), "the government expected with about 2.05 euros per participant and per hour at approximately 194,000 participants."



The improvement of the integration program and the change of the Recognition Act were essential for the labor market integration. On the basis of the missing

recognition of qualifications, many immigrants could pursue any optimal employment. This situation has led some immigrants to frustration and isolation of German society. In the learned professions, the immigrants can better develop and integrate. Companies can set the foreign workers in the right positions and exploit their potential

3.2.2 Measures of companies

Despite the improved legal situation, the company must invest in the integration of foreign employees. Satisfied employees are often the most productive employees and immigrants are in general happy when they feel understood and accepted by peers and society. To achieve this, a company must provide internally for a cultural understanding by all employees. A good measure to give employees an understanding of the various cultural differences, are training.

Training offer employers the opportunity to give their employees additional knowledge in specific fields, which is of advantage for their activities. (Mutsuddi, 2012)

➤ Culture-specified trainings

Culture-specific trainings are dealing exclusively with a specific culture. This form of training is special for the integration of foreign employees. Müller (1996) indicates, that the people in these courses will brought closer to the behavior of a culture with the help of instructional lectures, films and case studies.

In addition, employers should offer an intensive language course, so that the language barrier may be out of the way. State-sponsored courses teach immigrants good language skills, but in some industries specific vocabulary is necessary.

➤ **Cross-culture trainings**

In a company, not only the foreign employee should receive additional training, but also the German people. It is possible to offer culture courses for employees so that they can understand the different ways of thinking and acting, and are trained to possible difficulties. They should be sensitized to better perceive these differences in order to prevent major misunderstandings. According to Brewster, Suutari, Vesa. (2005, 52) is in this type of training for cross-cultural training.

It should also be taken into consideration to provide a mixed form of this two training forms. There is the possibility that the employees learn about each other with each other. This has a positive effect because on the one hand, the different view modes can accurately represent each other and can in some cases be explained better in comparison to the trainer. On the other hand, benefits also the working atmosphere, the staff get to know better.

3.3 Personal interview

For the verification whether the new measures defined by the State, people come to good, two young foreign women were interviewed, which entered Germany for various reasons. It was questioned whether the government arrangements are drawn down and what other provisions have been taken to integrate in Germany..

3.3.1 Interview with the foreigner Natalia

Natalia is 25 years old, was born in Kazakhstan and supports the Russian citizenship. In 2010 she moved to Germany because of a marriage. When entering Germany she had a 3 month visa. After officially certified marriage she received the permanent residence permit.

To obtain the residence permit, in addition a language test must be passed, which checks the language proficiency to the level A1. Apart from the language test, no additional terms were added. No courses have been offered for this language test, the preparation was carried out independently, and the examination took place in Munich with two different tests.

The immigrant voluntarily completed an additional language test to obtain the level B1. For this test the duration was one year. Apart from the language, social studies were teaching to bring students closer to Germans economic and legal order. In both areas, the course was completed with a test. This course is voluntary, but necessary for the application for German citizenship. Besides these two classes no further courses were absorbed.

For the occupational integration is to mention that Natalia completed in her home country an apprenticeship as a medical assistant. On her arrival in Germany, she had not the opportunity to recognition of her qualifications. She completed several internships in medical practices to gather professional experience, besides she applied also for a job as well as apprenticeships. She found a training place in a doctor's office, which she took up in July 2011. She left the practice because, due to lack of integration, further cooperation was not possible. The colleagues and the boss could not find a way to work with the differences in operation and partial communication difficulties.

In 2012, she fill an application for an equality request, for her completed training abroad, but it was times already rejected 2 times, because she cannot demonstrate the required training content for the profession "doctor's assistant" and for the occupation "nurse" she was considered to be overeducated. For recognition as a „doctor's assistant ", Natalia had to verify a 3-year experience in Germany.

For the future, she wants to find a professionally oriented workplace.

3.3.2 Interview with the foreigner Olga

Olga is a Ukrainian native and moved to Germany in October 2010 because she was hired as an au pair girl. For entry to Germany, she had made a test interview in German languages, and then she could enter Germany with a 3-month visa. After the 3 months she received a temporary residence permit to 9 months. The 25-year-old visited several basic language courses during her au pair time. After a year as an au pair girl she stayed in Germany as a language student, for this she received a renewal of the residence permit. For the permission an intensive German course had to be visited.

Her degree in psychology was recognized in Germany and because of that she can enroll for any course. In the near future she wants to enroll in a course in the economic area, which includes also a language course.

Both Natalia and Olga described her first impression of Germany with the word "culture shock". The impression was positive, but still unusual, because everything was different, the culture, the people, the architecture and especially the bureaucracy.

4 CONCLUSION

The integration of foreign employees in German companies is very important. The number of the immigrants increased in the last years and the foreign took a big part in the German society.

Here the question arises of why is Germany a popular immigration country? Several people suggest that the immigrants hold the high economic status of Germany in the high regard. The Federal Republic of Germany is one of the top 10 countries in the world with the highest standard of living. A high standard stands usually for very good financial situation of the country, which in turn is connected with attractive jobs. People come to Germany and hope for one of these professions to build up a new and partly also better life.

The rising number of immigrant is also advantageous for the state. The birth rate is falling increasingly over recent years. A look into the future suggests that Germany is soon threatened by a shortage of skilled labor.

This problem can be countered with the hiring of qualified foreigners. At the employment of a foreign worker it is important to care for a good integration. It is on the one hand important for the immigrants and on the other side also for the companies. A person who does not feel sufficiently integrated and accepted is usually less powerful. Also for the company that is disadvantageous because a demotivated employee may adversely affect the working climate.

Reasons why people need to be integrated from another country lie in the cultural behaviors. Geert Hofstede dealt with this phenomenon and confirmed that the cultures differ in many respects. The differences consist in thinking and reacting way. This differences leads to misunderstandings between the humans. Big varieties are especially in the communication. Here is mainly differed between a direct and indirect communication. In the direct communication the focus is on what is said and in the indirect on how it was said.

With the index for the measurement of integration could be found that there are significant differences in the integration of different cultures circles. In the IMI, the immigrants living in Germany were divided by their nation into 8 different groups. After that they were compared within 15 indicators. The parameters studied groups regarding employment and unemployment in general, but also unemployment among young people and women. In addition the groups were evaluated regarding the education and some fields of activity. On the basis of additional 5 dynamic factors was examined whether there are changes up between the generations.

One way to determine the cultural behaviors of individuals provides the Intercultural Preference (IPT) tool from ICU.net.AG. This test, in which the participant assesses themselves in 59 items, shows the cultural differences of the person to a culture. IPT is based on seven different culture dimensions. A subsequent evaluation is automatically created, and can be analyzed together with a team leader. Then they decide the areas in which integration is necessary and what steps to own this. They decide about the areas in which integration is necessary and which measures may be used.

Companies have different options for integration. The best its own for this purpose are different trainings. Here it is possible not only to train the foreign workers in the cultural sector, but also the other employees. On the one hand there is the possibility of an cross-cultural training, in which the general cultural differences in behavior can be trained. However, for immigrants, it is recommended offering a culture-specific training which teaches mainly about Germany.

But not only companies endeavor to better integration of foreign employees, but also the State shall seek to with new regulations. In 2005, the integration program has been changed and improved. Since then the immigrants from all countries have a right to a language course. The language course has been unified for all the participants and teaches not only the language but also with the legal forms and the economy of Germany. It was also determined that the consequences can

be expected if a person was obliged to participate in the course does not fulfill this requirement.

In 2012, changes were made in the Recognition Act to improve the integration of foreign employees. There is now the possibility to also recognize also the dual system trainings. From this new regulation about 450 occupations were affected.

In the methodology also two personal interviews were carried out to get an insight into the integration of foreign workers

All this facts leads to the **Results**



➤ **Poor integration among immigrants originating from Turkey**

In the meanwhile for measuring integration is particularly noticed that Turkey, which has the highest number of immigrants in Germany, is the worst integrated. They have by far the worst IMI value, case of a possible score of 8 they reach only 2.4. A reason for this delivers the bad values in education, because 30% of the 20-64 year olds are not able to demonstrate a degree.

➤ **Integration needs of women**

Especially at IMI, insufficient integration among the women was adopted. Some cultural groups present a housewife rate of 40% and even 54% in a group. If such a high percentage of the 15 -64 year-old women are unemployed, there is an urgent need for action. It was also found that in poor working position, the housewife rates rising in most cultures groups

➤ **Integration needs among young people**

The index for the measurement of integration was also evident that more attention needs to be paid to the young immigrants. The unemployment rate of them is partly higher than of the older generation.

➤ **Integration depends on level of education**

The worse the education rates of a crop group were the mostly the higher the unemployment rate in comparison. In Germany it is important to gain a well education otherwise no companies would hire the people.

➤ **Recognition Act**

The Recognition Act sounds very well in theory, but this interview has clarified that it is not easy to obtain equality for a professional qualification.

➤ **Culture Courses**

The state offers mainly language courses without reference to the German culture. This lack of knowledge hampers the integration of foreign employees. Because of financial reasons not every company can offer its employees a culture course, but these are necessary to adapt cultural

5 DISCUSSION

In this work the targets set were almost developed. It was investigated which measures for the integration of foreign workers have been taken. On one side was shown in detail the changes and improvements which were made by the state. These include the "Change of the Recognition Act" but also "new integration program". These two areas have changed the integration in Germany. They offer immigrants more opportunities for their full integration into German society. Above all, the new law recognition is of great importance and therefore it was analyzed in the work very closely. Also, the entrepreneurial measures for the integration were treated.

In the theoretical part the need for integration has been illustrated with the help of the cultural dimensions of Geert Hofstede. In addition, challenges were further mentioned, which have been studied and analyzed in some cases by Edward Hall.

The practical part includes two interviews with Immigrants. They were able to talk about their own integration experience. One interviewee could report about both, integration in the company as well as on the procedure of the Recognition Act. In this range the target group could be expanded. On one side to the older generation which could show in general more life and professional experience. This group would also be of great interest, as most foreigners are between 30 and 40 years in age. At the other hand to immigrants who live in Germany for a long time or even have received a German citizenship, these people have experienced both the old and now the new regulations.

The survey could be extended to other young people, as they are the future. These immigrants have to fill the skilled worker gaps later. They are the people on whom the state wants to mainly reach. Successful integration of the youth is of great importance.

It has been mentioned several times that there is an increased unemployment rate among young people in Germany. In this work, this point would have to be further elaborated to illustrate why this rate is so high.

The index for the measurement of integration has been seen that some cultural groups have an increase of people without a school leaving certificate, but in this thesis this aspect was not taken into account.

In the selection of facts and figures, was taken to ensure that the information are on the date. At the presentation of the foreign nationals pursuant to their nation, is the graphics from the year 2003. However, only minor differences are present in the main immigration 'groups compared to 2013.

The IMI could also supply many insights into how the integration into different cultures progresses. The only negative point in this area is the older data. These originate from the year 2005. It would be instructive if the data can be compared from 2005 to the present data. After the publication of the measure, the changes in the integration program as well as improvements in the recognition law took place. The IMI could illustrate in what areas the legal improvements are noticeable.

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APPENDICES

Appendix 1: Results of the individual indicators of IMI

Herkunft - Origin	Prozent - percent															Dynamik - dynamics *					Total (scoring)
	Deutsche Staatsbürgerschaft - German citizenship	bikulturelle Ehen - bicultural marriages	ohne Bildungsabschluss - without education	Schüler der gymnasialen Oberstufe - Students of secondary school	Hochschulreife - maturisation standard	Akademiker - academicians	Erwerbslosenquote - unemployment rate	Erwerbspersonen - labor force	Jugenderwerbslosenquote - youth unemployment rate	Hausfrauenquote - housewife rate	Selbstständige - self-employed	Beschäftigte im öffentlichen Dienst - government employee	Vertrauensberufe - trust professions	Abhängige von öffentlichen Leistungen - Dependent on public services	Individualeinkommen (Klasse) - Individual income (class)	Deutsche Staatsbürgerschaft - German citizenship	bikulturelle Ehen - bicultural marriages	Hochschulreife - maturisation standard	Erwerbslosenquote - unemployment rate	Abhängige von öffentlichen Leistungen - Dependent on public services	Gesamt (Punktbewertung) - Total (scoring)
Weitere Länder der EU-25 - Other countries in the EU-25	42	61	3	33	51	29	13	72	17	27	15	13	13	9	8	3,96	1,29	0,84	0,94	0,88	5,5
Aussiedler - Emigrants	100	18	3	23	28	16	15	75	18	20	5	14	8	13	7	-	3,93	1,69	0,80	0,48	5,1
Ferner Osten - Far East	39	31	18	37	48	43	17	59	20	42	16	10	6	14	6	3,04	1,59	1,37	0,86	0,50	4,6
Südeuropa - South Europe	18	25	17	25	28	17	14	74	13	27	13	8	6	10	7	7,02	1,74	1,13	0,95	0,65	4,4
Naher Osten - Middle East	40	18	22	28	38	48	35	58	26	54	19	12	10	34	6	2,70	0,87	1,48	0,60	0,47	4,1
ehemaliges Jugoslawien - former Yugoslavia	19	14	14	16	20	10	19	69	18	32	6	10	4	18	7	4,31	1,82	1,45	0,98	0,67	3,2
Afrika - Africa	41	34	25	21	37	31	26	62	31	44	11	8	4	24	6	2,78	0,95	0,86	0,98	0,39	3,2
Türkei - Turkey	32	5	30	18	14	13	23	61	28	48	7	7	4	16	7	2,42	1,40	2,00	1,04	0,78	2,4
Einheimische - local inhabitants	-	5	1	27	38	19	10	75	14	20	11	21	17	8	8	-	-	-	-	-	6,1

* Change factor of the values in Germany born
in comparison to those of the self-immigrated

APPENDIXE 2: Application for equivalence status

(Source: <http://www.ihk-fosa.de/en/fuer-antragsteller/submitting-an-application/>)



Öffentlich-rechtlicher Zusammenschluss von Industrie- und Handelskammern zur Feststellung der Gleichwertigkeit von Berufsqualifikationen

Hinweise:

- Ihre Angaben sind aufgrund der Vorschriften des Berufsqualifikationsfeststellungsgesetzes (BQFG) für die Entscheidung über den Antrag erforderlich. Sollten Sie Ihrer Mitwirkungspflicht nicht nachkommen, kann der Antrag allein deshalb abgelehnt werden (§ 15 BQFG).
- Für das Verfahren wird gemäß der aktuellen Gebührenordnung der IHK FOSA eine Gebühr im Rahmen von 100 bis 600 Euro erhoben. Sollte für die Feststellung der Berufsqualifikationen ein sonstiges Verfahren nach § 14 BQFG notwendig sein, entstehen zusätzliche Kosten, die durch Sie zu tragen wären. Ein Verfahren nach § 14 BQFG würde aber in jedem Fall erst nach Rücksprache und mit Ihrer Zustimmung veranlasst werden.

Antrag auf Gleichwertigkeitsfeststellung nach dem Berufsqualifikationsfeststellungsgesetz (BQFG)

1. Angaben zur Person
Name, ggf. Geburtsname:
Vorname:
Staatsangehörigkeit:
Geschlecht:
Geburtsdatum:
Geburtsort und Geburtsland:

2. Anschrift und Kontaktinformationen
Straße, Hausnummer:
PLZ, Ort:
Staat:
E-Mail:
Telefon:

3. Anschrift und Kontaktinformationen einer zusätzlichen Kontaktperson (Sie können für die Korrespondenz eine weitere Kontaktperson nennen; dies bietet sich an, wenn Sie einen Antrag aus dem Ausland stellen oder die deutsche Sprache nicht beherrschen)
Name, Vorname:
Geschlecht:
Straße, Hausnummer:
PLZ, Ort:
Staat:
E-Mail:
Telefon:

4. Angaben zur Referenzqualifikation (Gemeint ist der deutsche Berufsabschluss, mit dem Ihr ausländischer Berufsabschluss verglichen werden soll)

Ich beantrage eine Gleichwertigkeitsfeststellung mit der **deutschen Referenzqualifikation**

[bitte einsetzen]

Hinweis: Wenn Sie nicht sicher sind, mit welchem deutschen Beruf Sie einen Vergleich anstreben, lassen Sie sich bitte bei Ihrer örtlichen IHK oder ggf. einer anderen Stelle beraten. Es handelt sich hier nicht um eine endgültige Entscheidung, d.h. wenn die IHK FOSA im Zuge der Vorprüfung feststellt, dass eine andere Referenzqualifikation besser passt, wird sie sich mit Ihnen in Verbindung setzen, um in Absprache mit Ihnen den Referenzberuf festzulegen.

5. Angaben zum im Ausland erworbenen Ausbildungsnachweis

Vorausgehender Schulabschluss:

Bezeichnung des Berufsabschlusses (Originaltitel und deutsche Übersetzung, falls bekannt):

Land der Ausbildung:

Name der Ausbildungsinstitution mit Postanschrift, E-Mail und/oder Webadresse:

Name und Anschrift der ausstellenden Institution, wenn von der Ausbildungsinstitution abweichend:

Art der Ausbildung (Zutreffendes ankreuzen):

- ☐ theoretisch/schulisch
- ☐ praktisch/betrieblich
- ☐ theoretisch/schulisch und praktisch/betrieblich

Beginn der Ausbildung (in MM/JJJJ):

Ende der Ausbildung (in MM/JJJJ):

Davon Dauer der praktischen Anteile (in MM):

Regelausbildungszeit (in MM):

6. Angaben zu sonstigen Befähigungsnachweisen (z.B. Bescheinigungen über berufliche Weiterbildungen, Umschulungen)									
Nr.	Bezeichnung	Art der sonstigen Befähigung	Fachrichtung/ Schwerpunkt	Land der Ausstellung	Prüfungs- datum	Zeitraum der Ausbildung	Ausstellende Institution:	ggf. Anschrift der Ausbildungs- institution	
	<ul style="list-style-type: none"> • Originaltitel • deutsche Übersetzung (falls bekannt) 	<ul style="list-style-type: none"> • theoretisch • praktisch • theoretisch & praktisch 				<ul style="list-style-type: none"> • Beginn • Ende 	<ul style="list-style-type: none"> • Name • Straße, Hausnr. • PLZ, Ort • Land 	<ul style="list-style-type: none"> • Name • Straße, Hausnr. • PLZ, Ort • Land 	
Muster	Samodzielny księgowy (dt.: Weiterbildung Buchhaltung)	theoretisch	--	Polen	07.06.2008	03.01.2008 bis 05.06.2008	Szkoła Księgowości, ul. Marszałkowska 120, 00-950 Warszawa, Polen	--	
1									
2									
3									
4									
5									

7. Angaben zur relevanten Berufserfahrung/Berufspraxis (mit inhaltlicher Verbindung zur Referenzausbildung)						
Nr.	Tätigkeit	Inhaltliche Schwerpunkte der Tätigkeit	Umfang der Tätigkeit	Zeitraum der Tätigkeit	Art des Nachweises	Arbeitgeber
	• (Arbeitsstelle oder Praktikum, Bezeichnung der Tätigkeit)		• \varnothing Arbeitsstunden pro Woche	• Beginn • Ende	• Arbeitszeugnis • Arbeitsbuch etc.	• Name • Straße, Hausnummer • PLZ, Ort • Land
Muster	UniBank Warszawa	Lohn- und Gehaltsbuchhaltung	40	02.01.2006 bis 07.12.2009	Arbeitszeugnis	UniBank Warszawa, Nowy Świat 20, 00-945 Warszawa, Polen
1						
2						
3						
4						
5						

8. Erklärung über vorherige Antragstellung

Ich habe bereits einen Antrag auf Gleichwertigkeitsfeststellung nach dem **Berufsqualifikationsfeststellungsgesetz** (BQFG) gestellt

- ☐ Nein Falls ja:
☐ Ja Antrag vom (Datum):
 gestellt bei (zuständige Stelle):
 zu deutschem Referenzberuf:

(soweit vorhanden, Antrag und Entscheidung/Bescheid beifügen)

Hinweis: Diese Erklärung soll Mehrfachanträge mit dem gleichen Inhalt und Sachverhalt bei verschiedenen zuständigen Stellen vermeiden. Sie müssen nur solche Anträge angeben, die nach Inkrafttreten des BQFG am 1. April 2012 gestellt wurden. Die Erklärung schließt neue Anträge oder ein Wiederaufgreifen des Verfahrens bei neuer Sachlage nicht aus.

Nur bei Spätaussiedlern:

Ich habe bereits einen Antrag auf Berufsankennung nach dem **Bundesvertriebenengesetz** (BVFG) gestellt

- ☐ Nein Falls ja:
☐ Ja Antrag vom (Datum):
 gestellt bei (zuständige Stelle):
 zu deutschem Referenzberuf:

(soweit vorhanden, Antrag und Entscheidung/Bescheid beifügen)

9. Abschlusserklärung und Unterschrift

Ich erkläre, dass ich in Deutschland eine Erwerbstätigkeit ausüben will.¹

Ich versichere, dass meine Angaben richtig und vollständig sind.

Ich bin mir darüber bewusst, dass ich mich mit Einsendung des Antrags dazu verpflichte, die anfallenden Gebühren zu zahlen.²

Datum, Ort, Unterschrift Antragsteller/in (**WICHTIG: Bitte handschriftlich unterschreiben!**)

¹ Nicht relevant für Staatsangehörige der EU/EWR/Schweiz und für Personen mit Wohnsitz in der EU/EWR/Schweiz.

EU-Mitgliedstaaten (2012) sind: Belgien, Bulgarien, Dänemark, Deutschland, Estland, Finnland, Frankreich, Griechenland, Irland, Italien, Lettland, Litauen, Luxemburg, Malta, Niederlande, Österreich, Polen, Portugal, Rumänien, Slowakei, Slowenien, Spanien, Schweden, Tschechische Republik, Ungarn, Vereinigtes Königreich, Zypern.

EWR-Staaten sind alle EU-Mitgliedstaaten plus Island, Liechtenstein und Norwegen.

² Den derzeit aktuellen Gebührentarif der IHK FOSA können Sie jederzeit unter www.ihk-fosa.de einsehen.

Datenschutzerklärung

Hinweis zum Datenschutz:

1. Der IHK FOSA obliegt gemäß § 8 BQFG als gesetzliche Aufgabe die Durchführung der Prüfung der Gleichwertigkeit im Ausland erworbener Ausbildungsnachweise und sonstiger Berufsqualifikationen mit inländischen Referenzqualifikationen. Zur Erfüllung dieser Aufgabe werden personenbezogene Daten gespeichert und im Rahmen der gesetzlichen Bestimmungen an andere zuständige Stellen weitergeleitet.

2. Eventuell entsteht nach Erteilung unseres Bescheides über die volle oder teilweise Gleichwertigkeit Beratungsbedarf zu Weiterbildungsmöglichkeiten. Mit der Verwendung der Daten zu Forschungszwecken sowie der Übermittlung von Antragsdaten und Verfahrensergebnissen an die Industrie- und Handelskammer im Bereich meines Wohnsitzes zu Zwecken der Betreuung und Beratung bin ich einverstanden.

Ja ☐ Nein ☐

Hinweis: Die Einwilligung kann ohne nachteilige Folgen für das Verfahren verweigert werden. Die Einwilligung zur Speicherung und Nutzung von Daten zu Zwecken der Betreuung und Beratung durch örtliche Stellen kann jederzeit mit Wirkung für die Zukunft durch Mitteilung an die IHK FOSA widerrufen werden. Nach Erhalt des Widerrufs wird die IHK FOSA die betreffenden Daten nicht mehr nutzen und verarbeiten beziehungsweise löschen.

.....
Ort, Datum, Unterschrift Antragsteller/in (**WICHTIG: Bitte handschriftlich unterschreiben!**)

Bitte fügen Sie dem Antrag folgende Unterlagen bei (gesetzliche Vorgabe nach § 5 BQFG):

- Lebenslauf in deutscher Sprache (tabellarische Aufstellung der absolvierten Aus- und Weiterbildungen und der Erwerbstätigkeit - entfällt bei Nutzung der Tabellen 6 und 7 dieses Antrags)
- Kopie des Identitätsnachweises (Personalausweis oder Reisepass; ggf. Nachweis über Namensänderung)
- Nachweis über den unter 5. aufgeführten im Ausland erworbenen Ausbildungsabschluss
- Nachweis über die unter 6. aufgeführten sonstigen Befähigungsnachweise
- Nachweise über die unter 7. aufgeführte relevante Berufserfahrung
- Nachweis, dass Sie in Deutschland eine Erwerbstätigkeit ausüben wollen (z.B. Antrag eines Einreisevisums zur Erwerbstätigkeit, Kontaktaufnahme mit potenziellen Arbeitgebern, Geschäftskonzept bei selbständiger Tätigkeit). Diese Nachweispflicht entfällt für Staatsangehörige der EU/EWR/Schweiz und für Personen mit Wohnort in der EU/EWR/Schweiz.

Wichtige Hinweise:

- IHK FOSA verlangt von dem unter 5. aufgeführten Ausbildungsnachweis (z.B. Abschlusszeugnis) in der Regel eine beglaubigte Kopie. Bei den unter 6. aufgeführten sonstigen Befähigungsnachweisen (z.B. Weiterbildungen, die zu keinem formalen Abschluss führen) reichen in der Regel einfache Kopien. Auch bei den Nachweisen zur Berufserfahrung (z.B. Arbeitszeugnisse) reichen in der Regel einfache Kopien.
- Alle fremdsprachigen Unterlagen (Ausnahme: englischsprachige Dokumente) sind in der Regel ins Deutsche zu übersetzen. Übersetzungen sind von Dolmetschern oder Übersetzern anzufertigen, die im In- oder Ausland öffentlich bestellt oder beeidigt sind. Die Übersetzungen sind zusammen mit den beglaubigten (oder einfachen) Kopien der Originalunterlagen einzureichen.
- Sie können das Verfahren beschleunigen, indem Sie neben Ihren Zeugniskopien weitere Dokumente beilegen, die der IHK FOSA bei der Bewertung Ihrer ausländischen Qualifikation von Nutzen sein könnten, z.B. Stundenpläne, Lehrpläne, Curricula, Prüfungsordnungen.
- Es können im Laufe des Verfahrens weitere Unterlagen verlangt werden, die für die Bewertung der eingereichten Qualifikationsnachweise erforderlich sind.
- Bitte beachten Sie auch die Hinweise und weiterführenden Informationen zur Antragstellung auf der Internetseite der IHK FOSA (www.ihk-fosa.de).

Bitte den ausgefüllten und unterschriebenen Antrag zusammen mit den erforderlichen Unterlagen an folgende Adresse schicken:

IHK FOSA

Ulmenstraße 52g
90443 Nürnberg

Bitte beachten Sie, dass mit Einsendung Ihres Antrags bei der IHK FOSA das gebührenpflichtige Verwaltungsverfahren beginnt.